



2018 EMPLOYEE SURVEY RESULTS AND ANALYSIS

SEPTEMBER 2018

**Survey Administered by the Institutional Effectiveness Committee
March-May 2018**

**Report Prepared by the Office of Institutional Advancement
Data Support Provided by
Office of Institutional Research
Office of Institutional Effectiveness and Assessment**

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SOUTH PLAINS COLLEGE
2018 Employee Survey
EXECUTIVE SUMMARY
SEPTEMBER 2018

The organizational climate of the College is the product of the interactions and relationships among SPC employees who work together to accomplish our institutional mission and fulfill our vision of improving each student's life. The Employee Survey is designed to serve as a measure of employee satisfaction with the overall work environment of the College. A total of 392 employees responded to the 2018 survey, 41 individuals more than the number of participants for the 2016 survey (N=351).

The results of the 2018 Employee Survey indicate that the current organizational climate is supportive of the College's seven areas of commitment that comprise the College's system of organizational values and beliefs. Commitment to students, educational excellence, and access and diversity remain the most positive factors about South Plains College as seen by employees. As in previous Employee Surveys, the College's dedication to students emerged as the number one attribute employees do not want to see changed. The College's friendly work environment that is characterized by supportive and cooperative co-workers and a sense of family continues to be highly valued attributes in working at SPC. ***These findings do not deviate from those of previous surveys, which indicate that the organizational culture of the College remains stable and consistent.*** Leadership on administrative and supervisory levels was also viewed as an institutional strength, overall.

In order to determine strengths and opportunities for improvement, two benchmarks have been established for the purpose of analysis. A benchmark of 3.50 has been set for the Mean calculations for attribute/success factors and survey statements. Mean scores that fall below this benchmark are considered indicators of potential improvement. Additionally, a benchmark of 70% agreement has been established for the survey statements. Agreement that falls below this benchmark also indicates more specific areas of improvement.

The subscale factors pertaining to student focus, learning focus, access and diversity, employee empowerment, supervisory management, cooperation/teamwork, internal employee relations, physical environment, community focus, and leadership are viewed positively by employees. Mean scores for all 17 organizational success factors exceeded the 3.50 benchmark for All Respondents. ***Respondents exhibited slightly higher levels of satisfaction (higher Mean ratings) for 11 of the 17 success factors compared to two years ago in 2016.***

Statistical hypothesis testing, employed to determine possible statistical significance between the Mean results for the 2018 survey compared with the 2016 survey, was noted in one of the grouped variables for All Respondents. The Mean value for supervisory personnel exhibited F-test statistical difference at the 0.01 level, indicating significant difference in the variation of responses between the two survey years. Additionally, the t-test statistic for the supervisory management grouped variable also exhibited significant difference in the equality of the two Means for the survey populations. The Mean value improved from 3.99 to 4.20 for this measure. Three of the survey statements related to supervisory management also exhibited significant difference for the F-test and t-test statistics. For Classified Personnel, the Mean values for employee focus, employee empowerment, supervisory management and rewards and recognition also exhibited F-test statistical significance at the 0.01 level. The Mean score for rewards and recognition improved from 3.25 to 3.58 for Classified Personnel as did the Mean values for the other grouped variables.

The Survey Analysis Report includes data that describe the degree of employee agreement with the 53 statements comprising the survey. Employees had high levels of agreement (greater than or equal to a 70% benchmark) for 38 of the statements for an overall satisfaction rating of 71.7%. This was a +1.9 percentage point increase over the 2016 survey administration (37 statements for 69.8%), but was below the 2014 mark of 40 statements for 75.5%. Of the 15 statements where overall agreement fell below the 70% benchmark, percentage point improvements were gained for four of the statements.

The Survey Report also examines whether or not attributes/success factor and statement Means that did not meet the 3.50 benchmark in the prior survey increased in value to meet the benchmark (termed an “improvement”). Conversely, those statement Means that met the benchmark in the prior survey, but failed to meet the benchmark in the 2018 survey are recorded as “setbacks.” The same analysis is applied to the number of statements that improve to meet the 70% agreement benchmark and that fall below the benchmark.

When comparing 2018 survey results to those of 2016, there were nine benchmark improvements recorded for *attribute/success factors and statement Means* among All Respondents and the four employee categories. Notably, the attribute/success factor rewards and recognition improved from 3.47 in 2016 to 3.51 in 2018 for All Respondents. Conversely, eight statement Means experienced setbacks among the four employee categories from the 2016 survey ratings.

Benchmark improvements for *statement agreement* among the employee categories slightly trailed setbacks 11 to 12. Nine of the 11 benchmark improvements were recorded for Classified Personnel (4) and Professional Non-Faculty (5) respondents. Nine of the 12 benchmark setbacks for statement agreement were recorded among respondents who identified themselves as Administrators.

Among All Respondents, the survey identified areas that employees feel are in need of continued improvement (M<3.50), which include:

- Greater cooperation and teamwork between departments and work groups. (M=3.35)
- Improved rewards in the form of higher salaries. (M=3.40)
- Better communication channels between departments and work groups. (M=3.01)
- Greater opportunities to provide ideas and recommendations for planning (M=3.31)
- Greater involvement in the College’s planning and decision-making processes. (M=3.30)

Responses to the survey statement regarding adequate reward for work done did not meet the 3.50 benchmark for All Respondents (M=3.40), and the level of employee agreement with this statement dropped to 55.8%, its lowest level. Improved compensation was identified by 90 respondents (35.7% of those providing comments) in the comment section of the survey as compared to 68 respondents (31.1%) in the 2016 survey and 91 respondents (37.3%) in the 2014 survey.

The number of survey statements achieving the 70% agreement benchmark among All Respondents improved to 38 statements or 71.7% (37 statements for 69.8% in 2016). Likewise, the percentage agreement for All Respondents increased for 27 of the 53 survey statements by an average of +3.2 percentage points. Among individual employee groups identified in the survey, Classified Personnel exhibited greater agreement with the survey statements than in the 2016 survey administration. Within this employee group, 27 statements (52.8% of statements) exceeded the 70% agreement benchmark, unchanged from 2016. Percentage agreement improved for 28 of the 53 statements by an average of +6.1 percentage points for this group.

Additionally, there was greater agreement with the survey statements than two years ago among Professional Non-Faculty. For this group, 39 statements achieved the 70% agreement benchmark, compared to 34 statements in 2016. The percentage agreement increased in 32 of the 53 statements by an average of +6.0 percentage points. For Administrators, 42 statements achieved the 70% benchmark compared to 49 statements two years ago. The percentage agreement decreased in 35 statements by an average of -8.5 percentage points. The smaller sample size for this group (N=29) is a contributing factor to the higher average percentage point decrease.

Faculty had greater than 70% agreement with 38 survey statements for 71.7%, one statement fewer than in 2016. Additionally, the percentage of agreement among faculty improved for 27 of the statements by an average of +2.8 percentage points. Agreement with the statement – Our college listens to the needs of our community constituents – improved to 70.6% agreement after dropping below the benchmark in 2016. Agreement with the statement – SPC encourages an open exchange of ideas – dropped below the 70% benchmark from the prior survey among Faculty respondents.

Overall, general agreement with the survey statements has improved over the past two years. The percentage of disagreement among All Respondents decreased for 37 of the 53 statements by an average of -2.4 percentage points from 2016 to 2018. Analysis of the percentage of respondents who were neutral in their

agreement from 2016 to 2018 indicates a growing number of neutral responses (3 on the Likert scale). Among All Respondents, the percentage of neutral responses actually increased for 29 statements by a factor of +2.5 percentage points.

Approximately 70.7% of respondents (N=277) submitted written comments to one or more of the three comment prompts. Respondents indicated that they do not want to change the following organizational attributes: 1) SPC's focus on serving students; 2) supervisory and administrative leadership of the college; 3) the internal support employees receive within the organization; 4) benefits; and 5) the individuals with whom they work. Things respondents would like to see changed or improved include: 1) compensation; 2) improvement in supervisory and administrative leadership; 3) better communications between work groups; 4) more internal support of employees; 5) improvements to facilities.

In summary, SPC employees see South Plains College as a great place to work. Overwhelmingly, survey respondents believe they are contributing to the success of the College (92.1%), that employees are committed to helping students succeed (93.5%), and indicate they are proud to work at SPC (93.1%). It is clear SPC employees are committed to working together to continue to make SPC a quality educational institution, while tackling the challenges that face the College.

**2018 Employee Survey
RESULTS AND ANALYSIS
SEPTEMBER 2018**

Introduction

The Employee Survey measures employee response to the seven Commitment Statements that form the organizational value and belief system for the College. The survey consists of 53 statements that are designed to provide a quantitative method for examining the following organizational attributes and critical success factors that characterize a quality educational institution.

- Student Focus
- Learning Focus
- Access and Diversity
- Employee Focus
 - Employee Empowerment
 - Supervisory Management
 - Cooperation and Teamwork
 - Rewards and Recognition
- Quality Work Environment
 - Organizational Communications
 - Internal Employee Relations
 - Physical Environment
- Community Focus
- Leadership Focus
 - Planning and Effectiveness
 - Leadership
 - Budgeting and Allocation of Resources

The list of survey statements organized according to the 17 attribute/success factor scales is found in Attachment A. Each statement represents a desired characteristic or quality that SPC employees believe is important for the College to achieve in order to accomplish its vision to “improve each student’s life.”

Respondents are asked to respond to the statements on a Likert scale of 1 to 5 where 1 = strongly disagree and 5 = strongly agree. Because the statements are drawn from the organizational values (Commitment Statements) of the College, an option to respond as “not-applicable” is omitted. The survey was administered in an online format. Provisions were made to provide access to computers through the Human Resources Office for those employees without computing resources.

As in previous surveys, employees were given the opportunity to provide written responses to three statements: 1) List three things you would never want to change about SPC and/or your department; 2) List three things you would like to see improved or changed; and 3) I wished you had asked about; I would have said.

For this administration of the Employee Survey, a revision was made to the survey instructions with the addition of the following “Statement Term Definitions.”

- The term “Leaders” refers to instructional chairpersons, directors, associate deans, deans, vice presidents and president.
- The term “Top Administrators” refers to deans, vice presidents and president.

Survey Administration and Response

The 2018 Employee Survey was administered online from March 30 to May 25. A total of 392 employees participated in the survey, representing 70.0% of the total College workforce of 560 employed in April 2018. This response rate was 41 respondents more than the 351 respondents for the 2016 Employee Survey, which represented 62.7% of the total College workforce.

The percentage of respondents closely represents the different employee categories. Faculty (N=211) represented 53.8% of the respondents; Classified Personnel (N=66) 16.8%; Professional Non-Faculty (N=74) 18.9%; and Administrators (N=29) 7.4%. Twelve (12) respondents chose not to indicate their employee classification. Their responses were included as part of the All Respondents data. All employee groups had more respondents than the previous survey with faculty increasing by 19 additional participants.

Data Calculation and Results

Arithmetic Means were calculated for each of the 53 statements that comprise the survey. Statements left unanswered were not counted in calculations. Additionally, the degree of agreement with each statement was calculated as a percentage of the respondents selecting one of the scale choices: 5-strongly agree, 4-agree, 2-disagree, and 1-strongly disagree. Neutral responses, 3-neither agree/disagree, were not counted in the calculations for statement percentage agreement.

Survey statements are worded such that lower Means (disagree or strongly disagree) and the relative percentage of disagreement with the statement indicate areas where improvement is needed. The relative percentage of neutrality to a statement can also be interpreted as indicating areas for improvement. While neutrality does not indicate that an employee would tend to disagree with the statement, it also indicates that the employee has yet to form a favorable opinion about the statement.

The 53 statements have been categorized into 17 attribute/success factors that align with the College's seven organizational values and commitments. Arithmetic Means were calculated for each of the individual statements for each employee group and the All Respondents category. The greater the Mean indicates a higher level of agreement (satisfaction) with the statement.

The Means for each of the 17 organizational attributes/success factors were calculated by averaging the arithmetic Means of the statements that are attributable to the particular factor. This method was used for each of the employee groups and the All Respondents category. **Mean calculations for all attributes/success factors are summarized below in Table 1.**

ORGANIZATIONAL ATTRIBUTES/SUCCESS FACTORS	FAC N=211	CLASS N=66	PN-F N=74	ADM N=29	ALL N=392
Student Focus	4.34	4.13	4.22	4.39	4.28
Learning Focus	4.28	4.20	4.16	4.28	4.24
Access and Diversity	4.32	4.13	4.11	4.27	4.24
Employee Focus	4.01	3.85	3.89	4.07	3.96
Subcategory: Employee Empowerment	4.04	3.73	3.96	4.18	3.98
Subcategory: Supervisory Management	4.26	4.18	4.07	4.15	4.20
Subcategory: Cooperation and Teamwork	3.86	3.62	3.65	3.91	3.77
Subcategory: Rewards and Recognition	3.48	3.58	3.53	3.72	3.51
Quality Work Environment	4.01	3.80	3.92	4.04	3.95
Subcategory: Organizational Communications	3.70	3.32	3.40	3.84	3.58
Subcategory: Internal Employee Relations	4.12	3.89	4.10	4.06	4.06
Subcategory: Physical Environment	4.21	4.30	4.27	4.29	4.24
Community Focus	4.02	3.85	3.91	4.14	3.97
Leadership Focus	3.79	3.56	3.72	4.23	3.76
Subcategory: Planning and Effectiveness	3.63	3.19	3.41	4.23	3.56
Subcategory: Leadership	3.90	3.86	3.93	4.25	3.91
Subcategory: Budgeting and Allocation of Resources	3.79	3.49	3.72	4.18	3.75
Italic indicates subscale Means that fall below the 3.50 benchmark.					

Mean calculations for all individual statements can be found in Attachment B, where attribute Means appear in bold face type. For comparative purposes, results from the 2016 Employee Survey are provided. The degree of statement agreement calculated as a percentage of the respondents can be found in Attachments C and

E, with comparative agreement data between the 2018 and 2016 surveys in Attachments D-1 (agree), D-2 (neutral), and D-3 (disagree).

Analysis of Data Results

Analysis of the Means and response percentages provides an indication of the College’s organizational strengths and opportunities for improvement. For the purpose of this analysis, two benchmarks were applied to help identify strengths and improvement areas. A minimum statement and attribute/success factor Mean was established at 3.50 and a minimum statement agreement percentage was established at 70%. Applying these benchmarks to the data assists in understanding how well we are doing within each commitment (success) area and where improvement is needed.

For All Respondents and Administrators, Means for the 17 success measures met or exceeded the 3.50 benchmark, as reported in Table 1 and Table 2. For Faculty, the benchmark Mean for rewards and recognition fell to 3.48. For Classified Personnel, the benchmark Mean fell below 3.50 for the following attribute/success factors: organizational communications, planning and effectiveness and budgeting and allocation of resources. For Professional Non-Faculty respondents, the benchmark Mean for organizational communications and planning and effectiveness fell below 3.50.

TABLE 2					
ATTRIBUTE AND STATEMENT BENCHMARK PERFORMANCE					
ATTRIBUTE/SUCCESS MEASURES MEETING 3.5 MEAN BENCHMARK					
	2016 Survey Results		2018 Survey Results		
Employee Category	N	%	N	%	Improvement
All Respondents	16	94.1%	17	100.0%	Yes
Faculty	17	100.0%	16	94.1%	No
Classified	14	82.3%	14	82.3%	Unchanged
Professional Non-Faculty	15	88.2%	15	88.2%	Unchanged
Administrators	17	100.0%	17	100.0%	Unchanged
SURVEY STATEMENTS MEETING 3.5 MEAN BENCHMARK					
	2016 Survey Results		2018 Survey Results		
Employee Category	N	%	N	%	Improvement
All Respondents	47	88.7%	48	90.6%	Yes
Faculty	50	94.3%	49	92.5%	No
Classified	40	75.5%	41	77.4%	Yes
Professional Non-Faculty	44	83.0%	45	84.9%	Yes
Administrators	53	100.0%	52	98.1%	No
SURVEY STATEMENTS MEETING 70% AGREEMENT BENCHMARK					
	2016 Survey Results		2018 Survey Results		
Employee Category	N	%	N	%	Improvement
All Respondents	37	69.8%	38	71.7%	Yes
Faculty	39	73.6%	38	71.7%	No
Classified	27	50.9%	27	52.8%	Unchanged
Professional Non-Faculty	34	64.2%	39	73.6%	Yes
Administrators	49	92.5%	42	79.2%	No

Tables 3 and 4 identify the specific attribute/success factors and statements that did not reach these benchmarks. For All Respondents, Means for 48 of the 53 survey statements met or exceeded the 3.50 benchmark, one statement better than the 47 that met the benchmark for the 2016 survey. Additionally, 38 of the statements met or exceeded the 70% agreement benchmark, compared to 37 statements meeting this agreement benchmark in the 2016 survey. Agreement to the statement relating to opportunities for professional development improved to the 70% benchmark.

**TABLE 3
ATTRIBUTE AND STATEMENT MEANS NOT MEETING 3.50 BENCHMARK**

Survey Subscales and Statements	FAC	CLASS	PN-F	ADM	ALL
Employee Focus Attribute					
Employee Empowerment					
Opportunities are provided for my professional growth and development.		3.21			
Support staff and instructional staff are treated fairly and equitably.		3.41	3.42		
Cooperation and Teamwork					
I feel there is a spirit of cooperation between departments and work groups at SPC.		3.14	3.07		3.35
Rewards and Recognition					
I feel adequately rewarded for the work I do.	3.48				
	3.36	3.44	3.47		3.40
Quality Work Environment Attribute					
Organizational Communications					
Communication between departments at SPC is effective and adequate.	3.23	2.67	2.70	3.24	3.01
SPC Encourages an open exchange of ideas.		3.30			
Internal Employee Relations					
SPC values and cares about me as an employee.		3.48			
Leadership Focus Attribute					
Planning and Effectiveness					
As it plans for the future, my college asks for my ideas.	3.41	2.83	3.22		3.31
I know the parts of the Institutional Plan that will affect me and my work.		3.44	3.49		
I am involved in SPC planning and effectiveness efforts.	3.43	2.70	3.12		3.30
Budgeting and Allocation of Resources					
I am satisfied with the budgeting process.		3.35			
I have the opportunity to provide input to the budget process.		2.91	3.36		

**TABLE 4
ATTRIBUTE STATEMENTS NOT MEETING 70% AGREEMENT BENCHMARK**

Survey Statements	FAC	CLASS	PN-F	ADM	ALL
Student Focus					
18. I am allowed to make decisions to help solve student problems.		65.2%			
Learning Focus					
30. I believe SPC's curriculum is updated effectively and equitably.		68.2%			
Access and Diversity					
31. SPC provides educational programs and services that are available at convenient times and places.		65.2%		65.5%	
Employee Focus Attribute					
Employee Empowerment					
5. I am encouraged to develop creative and innovative ideas.		48.5%			
21. Opportunities are provided for my professional growth and development.		39.4%			
46. Support staff and instructional staff are treated fairly and equitably.	65.4%	57.6%	54.1%	62.1%	60.8%
Supervisory Management					
7. I have confidence in the fairness of my supervisor				65.5%	
48. My ideas are given serious consideration by my supervisor.		65.2%		65.5%	
Cooperation and Teamwork					
8. I feel there is a spirit of cooperation between departments and work groups at SPC.	56.9%	43.9%	50.0%	58.6%	52.9%
Rewards and Recognition					
23. I feel adequately rewarded for the work I do.	55.5%	59.1%	54.1%	58.6%	55.8%
33. I am recognized for my work.	63.5%	62.1%	63.5%		63.4%
Quality Work Environment Attribute					
Organizational Communications					
9. Communication between departments at SPC is effective and adequate.	46.4%	22.7%	26.0%	41.4%	37.7%
50. SPC encourages an open exchange of ideas.	64.9%	43.9%			63.1%
Internal Employee Relations					
10. Individuals with whom I interact understand my needs and expectations.		66.7%		65.5%	
24. Individuals at SPC treat each other with respect and appreciation.		63.6%		65.5%	
47. SPC values and cares about me as an employee.		60.6%		69.0%	

TABLE 4 (CONTINUED)
ATTRIBUTE STATEMENTS NOT MEETING 70% AGREEMENT BENCHMARK

Survey Statements	FAC	CLASS	PN-F	ADM	ALL
Community Focus Attribute					
35. Being involved in service to the community is an important part of my job.	67.1%	65.5%	64.9%		67.2%
41. Our college listens actively to the needs of our community constituents.		60.6%			69.7%
Leadership Focus Attribute					
Planning and Effectiveness					
14. I am informed and understand SPC's planning and institutional effectiveness efforts.		69.7%	67.7%		
26. As it plans for the future, my college asks for my ideas.	54.0%	28.8%	44.6%	69.0%	49.1%
45. I know the parts of the Institutional Plan that will affect me and my work.	64.9%	48.5%	56.8%		62.9%
51. I am involved in SPC planning and effectiveness efforts.	50.2%	10.6%	33.8%		42.5%
Leadership					
23. Our college's leaders use our vision and values to guide us.	69.5%				
42. Our college leaders create and support a work environment that helps me do my job.		69.7%			
24. I have adequate communication with the top administrative staff at SPC.	63.0%	58.5%	62.2%		63.1%
Budgeting and Allocation of Resources					
25. I am satisfied with the budgeting process.	64.0%	36.4%	54.1%		58.3%
26. SPC institutional goals and objectives are reflected in the budget.	59.5%	47.0%	64.9%		59.2%
27. I have the opportunity to provide input to the budget process.	59.7%	22.7%	47.3%		52.3%

For Faculty respondents, 49 of the statements met the 3.50 mean benchmark, and 38 statements met the 70% agreement benchmark. This compares to 50 statements meeting the Mean benchmark and 39 statements meeting the agreement benchmark in 2016. Among Classified Personnel, the number of statements meeting the Mean benchmark improved from 40 to 41, and the number of statements meeting the agreement benchmark remained unchanged at 27.

For Professional Non-Faculty personnel, the number of statements meeting the Mean benchmark improved slightly from 44 to 45, while the number of statements meeting the 70% agreement benchmark also improved from 34 to 39. For Administrators, the Means for 52 statements met the benchmark, one statement less than 2016. The Mean for the statement communication between departments is effective and adequate fell to 3.24. The number of statements meeting the 70% agreement benchmark for Administrators declined from 49 to 42.

It is informative and important to review survey data over time to determine if the College is making progress to sustain, enhance and improve the organizational culture that contributes to institutional quality and success. This progression of success is also dependent upon employee satisfaction with and affirmation of the organizational values and commitments that contribute to South Plains College's unique position as a quality institution of higher education. Table 5 provides the attribute/success factor Means for All Respondents from 2008 to the current 2018 results. The data presented in this table illustrates that employee satisfaction and affirmation was at its highest level eight years ago with 13 of the 17 success factors recording the highest Mean rating since 2008. **For the 2018 survey, 11 of the 17 Mean ratings for attribute/success factors improved over ratings from the 2016 survey.** Six of the Mean ratings either matched the lowest rating in the 10-year period or set a new lower rating. This was the case for the subscales learning focus, cooperation and teamwork and internal employee relations.

Employee satisfaction, as measured by the percentage level of agreement to the survey statements, is also illustrated in Attachment D-1, which compares the statement agreement between the 2016 and the 2018 surveys. For All Respondents, the percentage of agreement improved for 27 of the 53 statements by an average of 3.2 percentage points. This variance is more than what was experienced in the 2016 survey when the percentage of agreement only improved for 10 statements by an average of 1.3 percentage points. Even so, there is evidence that

TABLE 5
SUMMARY OF SURVEY ATTRIBUTE MEANS
All Respondents 2008 to 2018

ATTRIBUTES/SUCCESS FACTORS	2008 N=374	2010 N=367	2012 N=403	2014 N=401	2016 N=351	2018 N=392	Difference 2016-2018
Student Focus	4.35	4.40	4.33	4.36	4.28	4.28	0.00
Learning Focus	4.27	4.31	4.25	4.32	4.25	4.24	-0.01
Access and Diversity	4.27	4.34	4.27	4.30	4.24	4.24	0.00
Employee Focus	3.89	4.04	3.93	3.93	3.86	3.96	+0.10
Subcategory: Employee Empowerment	4.02	4.08	3.99	3.99	3.91	3.98	+0.07
Subcategory: Supervisory Management	4.12	4.16	4.05	4.05	3.99	4.20	+0.21
Subcategory: Cooperation and Teamwork	3.87	3.95	3.85	3.82	3.78	3.77	-0.01
Subcategory: Rewards and Recognition	3.55	3.68	3.56	3.58	3.47	3.51	+0.04
Quality Work Environment	3.97	4.05	4.01	4.00	3.94	3.95	+0.01
Subcategory: Organizational Communications	3.64	3.70	3.66	3.63	3.55	3.58	+0.03
Subcategory: Internal Employee Relations	4.13	4.19	4.13	4.11	4.08	4.06	-0.02
Subcategory: Physical Environment	4.14	4.22	4.24	4.26	4.20	4.24	+0.04
Community Focus	4.03	4.10	3.99	4.05	3.94	3.97	+0.03
Leadership Focus	3.77	3.85	3.82	3.84	3.75	3.76	+0.01
Subcategory: Planning and Effectiveness	3.56	3.62	3.67	3.71	3.60	3.56	-0.04
Subcategory: Leadership	3.98	4.04	4.02	4.01	3.90	3.91	+0.01
Subcategory Budgeting and Allocation of Resources	3.75	3.78	3.68	3.71	3.68	3.75	+0.07

Note: Highest Mean ratings over the period are indicated in green. Lowest Mean ratings over the period are indicated in red.

overall agreement with the survey statements has been eroding over the past six years, perhaps influenced in part by employee growth and turnover that has occurred. Analysis of the percentage of respondents who were neutral (Attachment D-2) in their agreement from 2016 to 2018 points to relatively little change in the number of neutral responses. Among All Respondents, the percentage of neutral responses increased for 29 statements by a factor of +2.5 percentage points, compared to an increase in 31 statements by 2.1 percentage points in 2016. The number of neutral responses decreased for 22 statements by a factor of -1.8 for 2018. In 2016, neutral responses also decreased for 22 statements by a factor of -1.8 percentage points.

However, there is a notable trend among respondents who indicate their disagreement with the statements (Attachment D-3). Among All Respondents, the percentage of disagreement decreased for 37 statements by an average of -2.7 percentage points. This is in contrast to the 2016 survey where the percentage of disagreement increased for 43 of the 53 statements by an average of +2.1 percentage points. Disagreement percentages exceeded 10% for 13 statements and 20% for six of those statements. For the 2010 survey, which recorded the highest levels of agreement to survey statements, disagreement percentages exceeded 10% for only 10 statements.

For this survey administration, it would seem that some improvements are being made as the number of respondents who express disagreement with a statement is declining. This would be evident when examining the degree of agreement among the four employee groups. For Classified Personnel, disagreement percentages decreased for 39 of the statements by an average of -6.2 percentage points. At the same time, neutrality increased for 32 statements by a factor of +5.8 percentage points. Similar results can be observed in Attachments D-2 and D3 for Faculty and Professional Non-Faculty groups.

An examination of each organizational success factor follows.

Student Focus (M=4.28)

This area continues to be the College's primary strength, exhibiting the highest subscale Mean of 4.28. Employees continue to believe students are the highest priority (92.6% agreement), SPC does a good job meeting student needs (89.7%), and employees as a whole are committed to helping students (93.5%). Overall employees believe they are empowered to make decisions to solve student problems (76.0%). However, agreement to this statement dropped -12.7 percentage points among Administrators to 82.8% agreement. Faculty agreement with making decisions to solve student problems also dropped by -3.2 percentage points to 80.1%, while Professional Non-Faculty agreement dropped -11.5 percentage points to 71.6%. However, agreement to this statement for Classified Personnel improved slightly to 65.2%. The overall Mean for the Student Focus subscale was 4.28 in 2016, 4.36 in 2014 and 4.40 for the 2010 Employee Survey.

Learning Focus (M=4.24)

This attribute/success factor is built on statements regarding educational quality, physical facilities for learning, curriculum and career preparation. Employees see the learning environment as another strength. This subscale had a composite score of 4.24, compared to 4.25 in the 2016 survey. 94.1% of All Respondents felt students receive a quality education at SPC, a -1.9 percentage points difference over the previous survey agreement rate of 96.0%. This decline in agreement corresponds to similar decreases in agreement among Faculty respondents, 92.4% agreement compared to 94.3% in 2016; Classified Personnel, 96.9% agreement compared to 100.0%; and Professional Non-Faculty, 97.2% agreement compared to 94.6%. Also, 84.1% of All Respondents believe the physical facilities are conducive to effective learning, a -1.9 percentage point decrease from the 2016 survey results. However, 77.1% agreed the curriculum is updated effectively and equitably (M=4.01), an improvement of 2.0 percentage points. Agreement among Classified Personnel remained below the 70% agreement benchmark at 68.2%. There was greater neutrality among respondents for this group with 25.8% providing a neutral response. Among Faculty respondents, agreement improved 2.7 percentage points to 81.8%. However, agreement to this statement fell -18.5 percentage points among Administrators from 90.9% agreement in 2016 to 72.4% in 2018. There was uniform agreement among all employee groups that SPC prepares students for careers with the skills needed in the workplace. Overall, 92.8% of All Respondents agreed with this statement.

Access and Diversity (M=4.24)

A critical factor in fulfilling its mission, this attribute is another strength for the College community, receiving a satisfaction Mean of 4.24. Employees indicate that a diverse multi-cultural environment is valued (82.9%), the College programs and services are affordable (93.1%), the educational program is available at convenient times and places (76.0%), and admissions policies provide equal access to educational programs (91.2%). Agreement that educational programs and services are available at convenient times and places notably dropped among all employee groups. In fact, agreement to this statement fell below the 70% benchmark for Classified Personnel (65.2%) and among Administrators (65.5%). For Faculty, who traditionally have the highest level of agreement with this statement, agreement dropped -3.4 percentage points to 81.5%. Among All Respondents agreement dropped -5.7 percentage points from 81.7% agreement in 2016 to 76.0% for 2018.

Employee Focus (M=3.96)

This subscale consists of 14 statements organized into four sub-categories: Employee Empowerment, Supervisory Management, Cooperation and Teamwork, and Rewards and Recognition. The overall subscale score for this area is 3.96 compared to the 3.86 rating in the 2016 survey.

The sub-category **Employee Empowerment** scored a 3.98 Mean. Some 92.1% of All Respondents believe their work gives them the ability to contribute to the success of SPC and 82.6% believe they have control over those aspects of their job for which they are accountable. Employee agreement that opportunities are provided for professional growth and development improved to 70.1% after falling below the 70% benchmark in 2016. Additionally, there was slightly greater agreement among All Respondents that employees are encouraged to develop creative and innovative ideas (70.9%). However, agreement that support staff and instructional staff are treated fairly and equitably remained below the benchmark at 60.8%, its lowest level of agreement to date.

Classified Personnel, who have traditionally indicated less empowerment than other employee groups in prior surveys, exhibited mixed agreement with the five statements that comprise this measure. 90.9% indicated their work gives them the ability to contribute to the success of the College (83.1% in 2016) and 86.4% indicated they have control over the aspects of their job for which they are accountable (unchanged from 2016). However, only 48.5% agreed that they are encouraged to develop creative and innovative ideas and 39.4% agreed opportunities are provided for professional growth. Responses to these two statements dropped in agreement by -5.8 and -8.1 percentage points, respectively. However, while below the 70% benchmark, agreement to the statement that support and instructional staff are treated fairly and equitably increased 11.8 percentage points to 57.6%.

73.9% of Faculty were satisfied with opportunities for professional growth, a slight improvement from the 73.4% agreement in 2016. Similarly, Professional Non-Faculty also exhibited greater satisfaction with opportunities for professional growth with 82.4% agreement, an improvement of 7.8 percentage points. Both these levels of agreement likely contributed to the improvement overall among All Respondents noted above.

Agreement that support staff and instructional staff are treated fairly and equitably, a concern among respondents recorded in past survey administrations, fell below the 70% benchmark for all employee categories, including Administrators (62.1%) for the first time. The statement received an overall Mean of 3.56, an improvement from the 3.51 ranking from 2015, buoyed in part by the improvement in Classified Personnel response to this statement. Agreement with this statement was 65.4% for Faculty and 54.1% for Professional Non-Faculty.

Employees remain highly satisfied with **Supervisory Management**. This sub-category scored 4.20. There were acceptable levels of agreement (greater than 80%) that immediate supervisors provide information necessary to do the job, are fair, and communicate expectations. These responses indicate that the College's supervisory management structure is an additional strength. The overall level of agreement with the supervisory management statements improved among All Respondents and was mixed among employee groups.

Classified Personnel satisfaction with supervisory management improved significantly compared to the 2016 survey results, so much so, that agreement to all five of the statements increased by an average of +15.9 percentage points. Set-backs in 2016 became improvements for the 2018 survey: agreement that supervisors provide information necessary to do job improved to 89.4% agreement; confidence in the fairness of supervisors improved to 84.8% agreement; and involvement in decisions that affect my job improved to 75.8% agreement. Agreement to each of these statements fell below the 70% agreement benchmark in 2016.

For Faculty respondents, agreement to all five statements that comprise this subscale improved notably by an average of +6.8 percentage points. Professional Non-Faculty respondents exhibited less agreement that supervisors are fair and communicate what is expected, but had greater agreement that supervisors provide information necessary to do the job, involve the employee in decisions that affect their jobs, and give serious consideration to ideas. For Administrators, the percentage of agreement to statements in this sub-scale fell by an average of -12.3 percentage points. Satisfaction with fairness of my supervisor and ideas are given serious consideration fell below the 70% benchmark to 65.5% for both statements.

The **Cooperation and Teamwork** sub-category had an overall Mean of 3.77 compared to 3.78 in 2016 and 3.95 in 2010. As in previous surveys, employees generally believe there is greater cooperation *within* individual work groups than *between* individual work groups. This prevailing perception is closely tied to the data results for Organizational Communications which exhibited similar results.

Agreement with the statement "there is a spirit of cooperation between departments and work groups" fell below the 70% agreement benchmark for all four employee groups and All Respondents as well. Faculty response to this statement remained unchanged from 2016 with 56.9% agreement. Only 43.9% of Classified Personnel agreed with the statement, a -1.8 percentage point drop from two years ago. 50.0% of Professional Non-Faculty agreed with the statement, an improvement from the 45.7% agreement to the statement in 2016. Agreement among Administrators declined, however, from 72.7% to 58.6%. Overall, 52.9% of All Respondents agreed there is a spirit of cooperation between groups, a decline from the 53.4% agreement two years ago.

On the other hand, there was relatively high agreement (83.2% for All Respondents) that people within a particular work group cooperate with each other to get the job done. The percentage of agreement with this statement improved for Faculty (+1.3 percentage points) and Classified Personnel (+3.9 percentage points). Agreement among Professional Non-Faculty respondents dropped -3.7 percentage points to 86.5%.

For the **Rewards and Recognition** sub-category, there were similar responses. This area scored a composite Mean of 3.51 for All Respondents, an improvement over the 3.47 rating in 2016. However, only 55.8% of All Respondents believe they are adequately rewarded and only 63.4% feel they are recognized for the work they do. The percentage of agreement to the "adequately rewarded" statement dropped for Faculty to 55.5% (-1.8 percentage points), for Professional Non-Faculty to 54.1% (-6.5 points) and for Administrators to 58.6% (-14.1 percentage points). Agreement among Classified Personnel improved to 59.1%, the highest level among the four employee groups.

There was also less agreement among Faculty (63.5%), Classified Personnel (62.1%) and Professional Non-Faculty (63.5%) that they are recognized for their work. Overall, 63.4% of All Respondents agreed they are recognized for the work they do, compared to 60.6% in 2016 and 68.6% in 2010.

Quality Work Environment (M=3.95)

This subscale area consists of 10 statements organized into three sub-categories: Organizational Communications, Internal Employee Relations, and Physical Environment. The composite subscale Mean for this area is 3.95. Within this subscale, employees overwhelmingly agreed that they are proud to work for SPC (93.1%). This statement received an overall Mean score of 4.61, slightly lower than the 2016 survey score of 4.63. There was greater than 93.0% agreement with this statement in three of the four employee categories. For Classified Personnel, agreement to this statement dropped -3.7 percentage points to 87.9%. Additionally, agreement to statements pertaining to individuals treat each other with respect and appreciation and SPC values and cares about me failed to meet the 70% benchmark for Classified Personnel and for the first time, Administrators.

Responses to statements regarding **Organizational Communications** showed a similar pattern to the responses to statements for Cooperation and Teamwork. The overall Mean for the statement “Communication *between* departments at SPC is effective and adequate” was 3.01, a decrease from the 3.16 rating two years ago. The communications statement failed to meet the 3.50 benchmark for all four employee groups. Classified Personnel rated communication between groups somewhat lower than they did two years ago, 2.67 compared to 3.10 in 2016. Professional Non-Faculty also rated this statement lower at 2.70 compared to 2.76 in 2016. Overall, only 37.7% of respondents agreed with the statement and 34.9% disagreed. Classified Personnel has the lowest level of agreement with 22.7% and the highest level of disagreement with 48.5%. Professional Non-Faculty had an agreement level of 26.0% and a disagreement level of 46.6%.

Conversely, respondents indicated that there is better communication *within* departments and work groups. There was greater than 70% agreement with this statement in all employee categories and the overall Mean for this statement was 4.05, higher than the 3.82 in 2016. The percentage agreement for this statement improved for all employee groups and was 78.2% overall for All Respondents. For the statement “SPC encourages an open exchange of ideas,” there was an improvement among Professional Non-Faculty with 73.0% agreement compared to 62.9% in 2016, and among Administrators with 72.4% agreement compare to 68.2%. Classified Personnel continued to remain below the 70% benchmark with 43.9% agreement, a drop from 46.6% (-2.6 percentage points) in 2016. Faculty agreement with this statement also fell below its 70.2% level in 2016 to 64.9%. Only 63.1% of All Respondents agreed with the statement.

Overall, the organizational communications sub-category mean was 3.58 compared to 3.55 for the 2016 survey. The data would suggest that continued improvement of organizational communications, particularly inter-departmental communications, is still an important task.

For the sub-category **Internal Employee Relations**, there is generally high agreement that employees generally understand the needs and expectations of each other. 71.2% of All Respondents indicated that individuals with whom they interact understand their needs and expectations, compared to 76.3% in 2016. Conversely, 89.8% of respondents agreed that they individually understand the needs and expectations of those they work with. Understanding the needs and expectations of others is a product of effective interpersonal communications, and the 18.6 percentage point gap in the data would suggest that professional development in this area should be a consideration.

74.2% of respondents agreed that employees treat each other with respect and appreciation, essentially unchanged from the 74.4% agreement two years ago. 70.6% of All Respondents believe SPC values and cares for each individual employee, also relatively the same level of agreement as 2016. Agreement to this statement exceeded the 70% benchmark only for Faculty and Professional Non-Faculty. The level of agreement improved 1.3 points to 60.6% for Classified Personnel and dropped -21.9 points to 69.0% agreement for Administrators. The overall Mean score for this sub-category was 4.06, compared to 4.08 for the 2016 survey.

For the sub-category **Physical Environment**, 80.6% of the respondents indicated that physical facilities in their areas were adequate. There was greater agreement among Faculty (78.2%) to the statement than two years ago (74.0%). Agreement to this statement exceeded 80.0% for all other employee groups. 92.6% of respondents agreed SPC provides a safe, clean and secure environment, compared to 91.4% in 2016. Agreement for this

statement improved among Classified Personnel and Professional Non-Faculty groups. The overall Mean for this sub-category was 4.24, compared to 4.20 in 2016.

Community Focus (M=3.97)

The attribute Mean for this area was 3.97 with 83.1% of respondents agreeing that the College does a good job of responding to the needs of the communities we serve (M=4.15). Only 67.2% of All Respondents indicated that being involved in community service was an important part of their jobs (M=3.89). Agreement to this statement fell below the 70% benchmark for Faculty (67.1%), Classified Personnel (65.2%) and Professional Non-Faculty (64.9%).

Agreement among employees that the College listens actively to the needs of community constituents (M=3.88) improved among all employee groups to 69.7% compared to 65.0% two years ago. Faculty agreement to the statement improved from 68.2% to 70.6% and Professional Non-Faculty agreement improved from 58.6% to 73.0%. Classified Personnel had the lowest level of agreement with 60.6%, but this was a 3.0 percentage point improvement from the 2016 survey results.

Leadership Focus (M=3.76)

This subscale area consists of 14 statements organized into three sub-categories: Planning and Effectiveness, Leadership, and Budgeting and Allocation of Resources. Mean scores for 12 of the 14 statements meet or exceed the 3.50 benchmark. However, only seven statements garnered greater than 70% agreement among All Respondents, unchanged from the 2016 survey. The overall mean score for the Leadership Focus attribute was 3.76 compared to 3.75 in 2016.

The sub-category **Planning and Effectiveness** had a Mean rating of 3.56, and the Means for two of the four statements that comprise this sub-category fell below the 3.50 benchmark. Fewer respondents agreed that they are asked for their ideas as the College plans for the future. Agreement for this statement drop notably for All Respondents and all four employee categories. 49.1% of All Respondents agreed, compared to 52.4% in 2016. Faculty agreement dropped -4.6 points to 54.0%, Classified Personnel dropped -1.7 points to 28.8%, and Professional Non-Faculty dropped -1.1 points to 44.6%. Administrators also dropped -8.3 points to 69.0%. The Mean for this statement did not meet the benchmark with a rating of 3.31 compared to 3.42 two years ago. Additionally, there was slightly lesser agreement that respondents know the parts of the Institutional Plan that affect their work. 62.9% of All Respondents agreed with this statement, compared to 65.6% two years ago. 25.0% were neutral on this statement and 12.1% disagreed.

Similarly, only 42.5% of respondents agreed that they were involved in SPC's planning and effectiveness efforts; 35.6% were neutral and 21.9% disagreed with this statement. The least agreement for this statement was among Classified Personnel with 10.6%, while 53.0% of Classified Personnel were neutral and 36.4% disagreed. The Mean for this statement was also below the benchmark at 2.70 for this group. Agreement to the involvement statement also declined for Professional Non-Faculty to 33.8%, a -14.8 percentage point change from 2016. But agreement improved slightly for Faculty to 50.2% and for Administrators to 75.9% agreement.

Interestingly, 73.4% of the respondents indicated they are informed and understand the College's planning and institutional effectiveness efforts, down -0.7 percentage points from 2016 results. Overall, the data indicates that additional work is needed to inform and involve employees in the College's planning and effectiveness processes. Supervisory personnel serve as important facilitators of this process and in providing opportunities for employees to contribute to planning and effectiveness.

The **Leadership** sub-category had a Mean score of 3.91. For the most part, respondents agreed that they receive the administrative support necessary to do their jobs (80.5% agreement, M=4.06) and that those in leadership roles demonstrate a viable commitment to the institutional mission of the College (76.7% agreement, M=3.98). There was 72.3% agreement among All Respondents that College leaders use our vision and values to guide the school, although only 69.5% of Faculty respondents agreed with this statement. 72.9% of All Respondents agreed that College leaders create and support a work environment that helps employees do their jobs. There was 73.6% agreement that top administrators are accessible and approachable (M=3.95), but only 63.1% agreement that employees have adequate communication with top administrative staff. Agreement among

Faculty (63.0%), Classified Personnel (58.5%) and Professional Non-Faculty (62.5%) respondents also failed to meet the 70% agreement benchmark for this statement.

The **Budgeting and Allocation of Resources** sub-category had a Mean score of 3.75, an improvement over the 2016 survey Mean of 3.68, but less than the 2010 Mean of 3.78. The majority of respondents, 84.7% agreed they have sufficient resources to do their job. However, there continues to be mixed levels of satisfaction with the budget process. Mean score for this statement was 3.65, another improvement over the 3.57 rating for the 2016 survey. Only 58.3% of All Respondents were satisfied with the budget process. 64.0% of Faculty respondents indicated satisfaction with the process and 23.2% were undecided. Additionally, 59.2% of All Respondents believe the budget reflects institutional goals and objectives. Only 59.5% of Faculty agreed, a slight improvement from 2016. Agreement among Professional Non-Faculty for this statement improved to 64.9% with 32.4% undecided. Agreement for Classified Personnel also improved to 47.0% with 47.0% undecided. Mean score for this statement overall was 3.72, greater than the rating of 3.62 for 2016, but less than 3.76 for 2010.

Only 52.3% of All Respondents indicated they have opportunity to provide input to the budget process with 27.8% undecided and 19.8% disagreeing. Classified Personnel exhibited only 22.7% agreement with this statement (M=2.91) with 43.9% undecided and 33.3% disagreeing. Professional Non-Faculty agreement dropped to 47.3% and Administrator agreement improved to 79.3%. Six consecutive years of budget constraints are no doubt a factor to be considered when evaluating employee satisfaction with the budget process. The data would suggest that additional work is needed to involve and inform employees about the budget process and its link to institutional planning and effectiveness. Supervisory personnel are key facilitating this process, especially in light of anticipated declines in state appropriations.

Tests for Statistical Difference

Statistical hypothesis testing was employed in order to determine any statistical significance between the Mean results from the 2018 survey compared with the 2016 survey. SPSS software was used to perform a two independent sample t-test which resulted in both the F-test statistic and p-value (probability-value) and the two-tailed t-test statistic and p-value. The F-test statistic measures the equality of variance between the two survey distributions. It indicates if there is a significant difference in the variation between the responses received for the 2018 survey and those received in 2016. Variance is measured as the average of the squares of the distance each response is from the mean response. The t-test statistic measures for the equality of the means between the two samples and whether the two groups' averages most likely reflects a "real" difference in the population from which the groups were sampled. A p-value of 0.01 was used for determining significance for both the F-test and t-test statistic.

Table 6 identifies the grouped variables and the individual statement variables that met the 0.01 threshold for significant difference. For All Respondents the grouped variable for Supervisory Management showed significant difference at the 0.01 level for the F-test statistic which measures the quality of variance in the responses between the 2018 and 2016 survey samples. For the 2018 survey, responses were more varied across the 5-point Likert scale than the previous survey. The grouped Mean improved from 3.99 to 4.20 and also showed significant difference at the 0.01 level for the t-test statistic, indicating a "real" difference between the Mean results. Three statements related to the Supervisory Management grouped variable also indicated statistical significance for the F-test and t-test statistics: 1) my supervisor provides me with the information necessary to do my job; 2) I have confidence in the fairness of my supervisor; and 3) My supervisor involves me in decisions that affect my job. The overall Means for these statements also improved from the prior survey administration. Additionally for All Respondents, the statement – Communication within my department is effective and adequate – also indicated statistical significance for the F-test and t-test statistics.

For Classified Personnel, the grouped variables Employee Focus, Employee Empowerment, Supervisory Management and Rewards and Recognition showed significant difference at the 0.01 level for the F-test statistic. Means for all four of these grouped variables improved over the 2016 survey. One survey statement related to the Rewards and Recognition variable also indicated statistical significance for the F-test statistic: I am recognized for my work. The grouped variable Rewards and Recognition also recorded a "improvement" for Classified Personnel in that the Mean improved from 3.25 to 3.58, exceeding the 3.50 benchmark. (See next section and Table 7.) The statement – I am recognized for my work – recorded a significant difference for the F-statistic but

Table 6
TESTS FOR STATISTICAL SIGNIFICANCE OF MEANS
2016 and 2018 Survey Results

Grouped Variables		2016 M	2018 M	F-test	t-test
Employee Focus (Overall)					
	Classified Personnel	3.64	3.85	.006*	.168
Employee Empowerment					
	Classified Personnel	3.71	3.73	.008*	.860
Supervisory Management					
	Classified Personnel	3.78	4.18	.000*	.019
	All Respondents	3.99	4.20	.001*	.006*
Rewards and Recognition					
	Classified Personnel	3.25	3.58	.007*	.135
Individual Statements		2016 M	2018 M	F-test	t-test
	All Respondents				
6.	My supervisor provides me with the information necessary to do my job.	4.08	4.31	.002*	.002*
7.	I have confidence in the fairness of my supervisor.	4.02	4.25	.001*	.007*
32.	My supervisor involves me in decisions that affect my job.	3.85	4.08	.003*	.005*
40.	Communication within my department is effective and adequate.	3.82	4.05	.000*	.009*
	Classified Personnel				
6.	My supervisor provides me with the information necessary to do my job.	3.93	4.35	.000*	.027
7.	I have confidence in the fairness of my supervisor.	3.69	4.22	.000*	.002*
21.	Opportunities are provided for my professional growth and development.	3.25	3.21	.008*	.852
32.	My supervisor involves me in decisions that affect my job.	3.61	4.05	.006*	.040
33.	I am recognized for my work.	3.34	3.71	.002*	.094
40.	Communication within my department is effective and adequate.	3.44	3.98	.000*	.014
	Professional Non-Faculty				
21.	Opportunities are provided for my professional growth and development.	3.82	4.07	.006*	.169
47.	SPC values and cares about me as an employee.	3.57	3.99	.007*	.004*
	Faculty				
36.	I have adequate communication with the top administrative staff at SPC.	3.79	3.64	.003*	.168

**Indicates statistical significance at the 0.01 level.*

also improved from 3.34 to 3.71. Four of the statements related to Supervisory Personnel showed significant difference for the F-test statistic, three of which saw improvement in the Mean values. Classified Personnel responses to the statement – I have confidence in the fairness of my supervisor – showed significant difference for the t-test statistic with the Mean value improving from 3.69 to 4.22. However, the statement – Opportunities are provided for my professional development – saw its Mean value drop from 3.25 to 3.21, a significant difference for the F-test statistic.

The opportunities for professional development statement also showed F-test significant difference, as did the SPC values and cares about me statement, among All Respondents. Belief the curriculum is updated effectively and equitable, that College leaders use vision and values to guide the institution, and that the College does a good job of meeting the needs and expectations of students all showed significant difference at the 0.01 level for the t-test statistic, indicating a “real” difference between the Mean results.

Two survey statements showed statistical significance for the F-test for Professional Non-Faculty and one statement showed significant difference for the t-test statistic. These included (f-test) opportunities are provided for professional growth and development and SPC values and cares about me as an employee, which also was significantly different for the t-test statistic. For Faculty, only one statement exhibited significant difference for the F-test statistic at the 0.01 level: I have adequate communication with the top administrative staff at SPC.

This analysis would appear to give evidence to a notable shift in satisfaction, as measured by the level of agreement to survey statements, primarily among Classified Personnel respondents in the areas of Rewards and Recognition and Supervisory Management, which in turn boosted overall satisfaction among All Respondents for Supervisory Management.

Improvements and Setbacks

Comparing 2016 and 2018 data also provides a means for determining if improvements have been made in the past two years in measurement areas where either Mean or agreement benchmarks were not met. Tables 7 and 8 provide a summary of improvements and setbacks for Means by employee groups and percentage agreement, respectively. Overall, there was an equal number of improvements and set-backs in benchmark Means and percentages.

TABLE 7 SUMMARY OF MEAN IMPROVEMENTS AND SETBACKS COMPARED TO PRIOR EMPLOYEE SURVEY					
	Attributes / Success Factors and Survey Statements	2016	2018	Improvement	Setback
	<i>Rewards & Recognition</i>				
	Faculty	3.53	3.48		X
	Classified Personnel	3.25	3.58	X	
	Professional Non-Faculty	3.39	3.53	X	
	All Respondents	3.47	3.51	X	
33.	I am recognized for my work.				
	Classified Personnel	3.34	3.71	X	
	Professional Non-Faculty	3.38	3.58	X	
	<i>Organizational Communications</i>				
9.	Communication between departments is effective and adequate.				
	Administrators	3.50	3.24		X
40.	Communication within my department is effective and adequate.				
	Classified Personnel	3.44	3.98	X	
50.	SPC encourages an open exchange of ideas.				
	Professional Non-Faculty	3.49	3.70	X	
	<i>Internal Employee Relations</i>				
47.	SPC values and cares about me as an employee.				
	Classified Personnel	3.69	3.48		X
	<i>Planning & Effectiveness</i>				
	Professional Non-Faculty	3.55	3.41		X
26.	As it plans for the future, my college asks for my ideas.				
	Faculty	3.51	3.41		X
45.	I know the parts of the Institutional Plan that will affect me and my work				
	Classified Personnel	3.56	3.44		X
	Professional Non-Faculty	3.79	3.49		X
	<i>Budgeting & Allocation of Resources</i>				
	Classified Personnel	3.50	3.49		X
37.	SPC institutional goals and objectives are reflected in the budget.				
	Classified Personnel	3.44	3.58	X	
37.	I have the opportunity to provide input to the budget process.				
	All Respondents	3.48	3.50	X	
NOTE: Improvement indicates Statement or Attribute Mean improved to meet or exceed the 3.50 benchmark from 2016 to 2018. Setback indicates that the Statement or Attribute Mean fell below the 3.50 benchmark from 2016 to 2018.					

There were nine (9) improvements among Mean benchmark measures: four (4) involving Classified Personnel measures; three (3) for Professional Non-Faculty; and two (2) for All Respondents. For overall composite scores for success factors, the Mean rating for Rewards and Recognition improved to meet the 3.50 Mean benchmark for Classified Personnel, Professional Non-Faculty and All Respondents. The Planning and Effectiveness Mean composite improved to the 3.50 benchmark for Professional Non-Faculty. However the Mean composite score for Rewards and Recognition for Faculty fell below the 3.50 benchmark for the first time, and the composite score for Budgeting and Allocation of Resources did not meet the benchmark for Classified Personnel. There were eight setbacks for Mean benchmark measures: two (2) for Faculty; three (3) for Classified Personnel; two (2) for Professional Non-Faculty; and one (1) for Administrators

For Classified Personnel, improvements were seen among survey statements pertaining to recognition for work, communications within departments is adequate and effective, and institutional goals are reflected in the budget. Set-backs for Classified Personnel were seen for the statement SPC values and cares about me and knowledge of the parts of the institutional plan that affect my work. Professional Non-Faculty had Mean improvements for statements regarding recognition for work and SPC encourages an open exchange of ideas. For All Respondents, there was an improvement for the statement regarding opportunities to provide input to the budget process.

As indicated in Table 8, improvements were made in 16 statement measurement areas meeting the 70% agreement benchmark, which included seven (7) Professional Non-Faculty responses, four (4) Classified Personnel responses, three (3) Administrator measures, one (1) Faculty measure, and one (1) for All Respondents. Professional Non-Faculty respondents had greater agreement at the 70% level for the following statements: curriculum is updated effectively and equitably; communication within department is effective and adequate; SPC encourages open exchange of ideas; individuals treat each other with respect and appreciation; SPC values and cares about me as an employee; college actively listens to the needs of our community constituents; and college's leaders use our vision and values to guide us.

**TABLE 8
SUMMARY OF STATEMENT IMPROVEMENTS AND SETBACKS
COMPARED TO PRIOR EMPLOYEE SURVEY**

	Survey Statement	2016	2018	Improvement	Setback
	<i>Learning Focus</i>				
30.	I believe SPC's curriculum is updated effectively and equitably.				
	Professional Non-Faculty	65.7%	75.7%	X	
	<i>Access and Diversity</i>				
31.	SPC provides educational programs and services that are available at convenient times and places.				
	Classified Personnel	75.9%	65.2%		X
	Administrators	81.8%	65.5%		X
	<i>Employee Empowerment</i>				
21.	Opportunities are provided for my professional growth and development.				
	All Respondents	69.5%	70.1%	X	
46.	Support staff and instructional staff are treated fairly and equitably.				
	Administrators	72.7%	62.1%		X
	<i>Supervisory Management</i>				
32.	My supervisor provides me with the information necessary to do my job.				
	Classified Personnel	69.5%	89.4%	X	
7.	I have confidence in the fairness of my supervisor.				
	Classified Personnel	62.7%	84.8%	X	
	Administrators	81.8%	65.5%		X
32.	My supervisor involves me in decisions that affect my job.				
	Classified Personnel	55.9%	75.8%	X	
48.	My ideas are given serious consideration by my supervisor				
	Administrators	90.9%	65.5%		X

**TABLE 8 (CONTINUED)
SUMMARY OF STATEMENT IMPROVEMENTS AND SETBACKS
COMPARED TO PRIOR EMPLOYEE SURVEY**

	Survey Statement	2016	2018	Improvement	Setback
	<i>Teamwork & Cooperation</i>				
8.	I feel there is a spirit of cooperation between departments and work groups at SPC.				
	Administrators	72.7%	58.6%		X
	<i>Rewards & Recognition</i>				
33.	I feel adequately rewarded for the work I do.				
	Administrators	72.7%	58.6%		X
	<i>Organizational Communications</i>				
40.	Communication within my department is effective and adequate.				
	Classified Personnel	61.0%	72.7%	X	
	Professional Non-Faculty	69.0%	71.6%	X	
50.	SPC encourages an open exchange of ideas.				
	Faculty	70.2%	64.9%		X
	Professional Non-Faculty	62.9%	73.0%	X	
	Administrators	68.2%	72.4%	X	
	<i>Internal Employee Relations</i>				
10.	Individuals at SPC with whom I interact understand my needs and expectations.				
	Classified Personnel	78.0%	66.7%		X
	Administrators	81.8%	65.5%		X
24.	Individuals at SPC treat each other with respect and appreciation.				
	Professional Non-Faculty	69.0%	78.4%	X	
	Administrators	77.3%	65.5%		X
47.	SPC values and cares about me as an employee.				
	Professional Non-Faculty	65.7%	77.0%	X	
	Administrators	90.9%	69.0%		X
	<i>Community Focus</i>				
41.	Our college actively listens to the needs of our community constituents.				
	Faculty	68.2%	70.6%	X	
	Professional Non-Faculty	58.6%	73.0%	X	
	<i>Planning & Effectiveness</i>				
14.	I am informed and understand SPC's planning and institutional effectiveness efforts.				
	Professional Non-Faculty	70.0%	67.6%		X
26.	As it plans for the future, my college asks for my ideas.				
	Administrators	77.3%	69.0%		X
45.	I know the parts of the Institutional Plan that will affect me and my work.				
	Professional Non-Faculty	71.4%	56.8%		X
	<i>Leadership</i>				
16.	Our college's leaders use our vision and values to guide us.				
	Faculty	70.7%	69.5%		X
	Professional Non-Faculty	68.6%	75.7%	X	
42.	Our college leaders create and support a work environment that helps me do my job.				
	Classified Personnel	71.2%	69.7%		X
	<i>Budgeting & Allocation of Resources</i>				
37.	SPC institutional goals and objectives are reflected in the budget.				
	Administrators	68.2%	79.3%	X	
49.	I have the opportunity to provide input to the budget process.				
	Administrators	68.2%	79.3%	X	

NOTE: Improvement indicates Percentage Agreement to the Statement improved to meet or exceed the 70.0% benchmark from 2016 to 2018. Setback indicates that the Percentage Agreement to the Statement fell below the 70.0% benchmark from 2016 to 2018.

Classified Personnel had greater agreement with the following measures: supervisor provides information necessary to do my job; confidence in the fairness of my supervisor; supervisor involves me in decisions that

affect my job; and communication within department is effective and adequate. Improvements in Administrators' responses were recorded for the following statements: SPC encourages an open exchange of ideas, institutional goals and objectives are reflected in the budget; and I have the opportunity to provide input to the budget process. Faculty indicated greater agreement at the 70% level that the college actively listens to the needs of community constituents. For All Respondents the statement opportunities are provided for my professional growth and development reached the 70% benchmark.

Setbacks in percentage agreement were seen in 17 measurement areas, 10 of which were recorded for Administrators. This group had agreement percentages below the 70% benchmark for the following statements: SPC provides educational programs and services that are available at convenient times and places; support staff and instructional staff are treated fairly and equitably; confidence in the fairness of my supervisor; my ideas are given serious consideration by my supervisor; there is a spirit of cooperation between departments and work groups; adequately rewarded for the work I do; individuals with whom I interact understand my needs and expectations; individuals treat each other with respect and appreciation; SPC values and cares about me as an employee; and as it plans for the future, college asks for my ideas.

For Classified Personnel, agreement to only three (3) statements fell below the 70% benchmark compared to 12 statements in the prior survey. These included: SPC provides educational programs and services that are available at convenient times and places; individuals with whom I interact understand my needs and expectations; and college leaders create and support a work environment that helps me do my job.

Professional Non-Faculty statement measures had two (2) setbacks: I am informed and understand SPC's planning and institutional effectiveness efforts and I know the parts of the Institutional Plan that affect me and my work. There were also two (2) setbacks among Faculty: SPC encourages an open exchange of ideas and college's leaders use our vision and values to guide us. There were no setbacks for All Respondents in statement agreement levels for this survey administration.

Analysis of Written Comments

Employees were given the opportunity to respond to three open-ended questions designed to identify organizational strengths and weaknesses. A total of 277 employees (70.7% of respondents) responded to one or more of the three comment statements. Comments were grouped by affinity into common themes and were ranked according to frequency. The following provides a brief analysis of the comments for each question. These elements can be viewed as what is presently "most important" to employees within the College's organizational climate. In many ways, the comments provide insightful context into the factors driving the survey results in particular attribute and statement areas.

Institutional Strengths

Employees were asked to *list three things they would never want to change about SPC and/or their departments*. A total of 228 respondents (82.3% of those providing written comments) provided 544 comments, compared to 187 respondents providing 459 comments in the 2016 survey. Table 9 provides a summary of 16 of the attributes identified by the respondents. Chart 1 on page 21 provides a comparison with the comment categories from the 2016 survey for those attribute areas that received 10 or more comments. The top six attributes (greater than 15% response frequency) are discussed here.

1. Student Focus: Dedication to students and remaining student-centered were listed by 41.7% of employees responding to this section (N=95). Nearly one in six of all "do not change" comments cited the College's student focus as a strength. This element was characterized by employees as helping students in whatever way we can, commitment to student success, focus on students, student-centered organizational culture, passion for helping students, student first mentality, and caring attitude of faculty and staff. Dedication to students was also the number one strength identified in the past three survey administrations, with a 41.2% frequency rate in 2016, 42.5% in 2014, and 61.8% in 2012.

TABLE 9
INSTITUTIONAL STRENGTHS IDENTIFIED FROM COMMENTS

Rank	List three things you would never want to change about SPC and/or your department.	Frequency	Percent of Respondents	Percent of Comments
1.	Student focus	95	41.7%	17.5%
2.	Leadership	72	31.6%	13.2%
3.	Employee Support	58	25.4%	10.7%
4.	Benefits	48	21.1%	8.8%
5.	Co-Workers	36	15.8%	6.6%
6.	Work Environment	35	15.4%	6.4%
7.	Educational Program	32	14.0%	5.9%
8.-9.	SPC Family	24	10.5%	4.4%
8.-9.	Facilities	24	10.1%	4.4%
10.	Affordability	23	10.1%	4.2%
11.	Mission	18	7.9%	3.3%
12.	Academic Freedom	17	7.5%	3.1%
13.	Cooperation	14	6.1%	2.6%
14.-15.	Accessibility	12	5.3%	2.2%
14.-15.	Communication	12	5.3%	2.2%
16.	Class Size	10	4.4%	1.8%

Written comments are organized according to topic and frequency.
 Total Respondents to the comment section of the survey = 277
 Total Respondents to this question = 228 (82.3% of respondents to comment section)
 Total Comments received for this question = 544

2. Leadership: Supervisory and administrative leadership was mentioned by 31.6% of respondents (N=72). The College’s leadership is described as being open, professional, quick to respond to issues, approachable, supportive, encouraging, accessible, and committed to students. Respondents indicated the one thing they don’t want to change is “my boss.” Leadership was listed as the fourth ranked strength in the 2016 survey with 20.9% of respondents (N=39).

3. Employee Support: Comments pertaining to employee support were listed by 25.4% of respondents (N=58). Employees appreciate a supportive work environment, freedom to express new ideas, respect for each other, clear expectations for everyone, opportunities for professional development, caring about each other and students, recognition of good work done, and pride in working for the college. While this attribute experienced a lesser frequency (N=48) of comments in the 2016 survey, it was mentioned by 25.7% of the respondents, ranking this element third in the listing as well.

4. Benefits: Benefits were noted by 21.1% of respondents (N=48). Frequently cited were health insurance, vacation days, work hours, and holidays. Benefits were noted by 37.4% of respondents in the 2016 survey with a higher frequency of 70 comments and a second place ranking. Benefits continue to be cited as an important aspect of working at South Plains College.

5. Co-Workers: The importance of co-workers was noted by 15.8% of respondents (N=36). Respect for peers, friendliness of the staff, professional people I work with, positive attitudes of co-workers, quality of people, and colleagues who are supportive characterized the comments. This element was cited by 10.7% of respondents in 2016.

6. Work Environment: Respondents do not want to change the overall college work environment, which they characterize as accepting, professional, friendly, positive and supportive. This comment was cited by 15.4% of those providing comments (N=35). In the 2016 survey, work environment was ranked seventh with 13.9% of the respondents.

Educational program, SPC family, facilities and affordability all had 20 or more comments and a frequency of 9% or greater among respondents.

CHART 1
Comparison of Institutional Strengths from Survey Comments
2018 Employee Survey and 2016 Employee Survey



Opportunities for Improvement

Employees were asked to list three things they would like to see improved or changed. A total of 252 respondents (91.0% of those providing comments) provided 606 comments that were grouped by common affinity. This compares to 219 respondents providing 514 comments in the 2016 survey. Comments for improvement were wide ranging, and Table 10 provides a summary of 16 elements ranked by respondent frequency. Chart 2 on page 23 provides comparative data with the 2016 survey for those attribute areas that received 10 or more comments. Only six attributes received greater than 10% respondent frequency and are discussed below.

**TABLE 10
AREAS OF IMPROVEMENT AS IDENTIFIED FROM COMMENTS**

	List three things you would like to see improved or changed.	Frequency	Percent of Respondents	Percent of Comments
1.	Compensation	90	35.7%	14.8%
2.	Leadership	60	23.8%	9.9%
3.	Communication	59	23.4%	9.7%
4.	Employee Support	56	22.2%	9.2%
5.	Facilities	55	21.8%	9.1%
6.	Technology	26	10.3%	4.3%
7.	HR Policies	24	9.5%	4.0%
8.-9.	Educational Program	22	8.7%	3.6%
8.-9.	Professional Development	22	8.7%	3.6%
10.	Academic Policies	19	7.5%	3.1%
11.-12.	Marketing	18	7.1%	3.0%
11.-12.	Student Services	18	7.1%	3.0%
13.	Class Schedule	17	6.7%	2.8%
14.-15.	Benefits	14	5.6%	2.3%
14.-15.	Staffing	14	5.6%	2.3%
16.	Parking	13	5.2%	2.1%

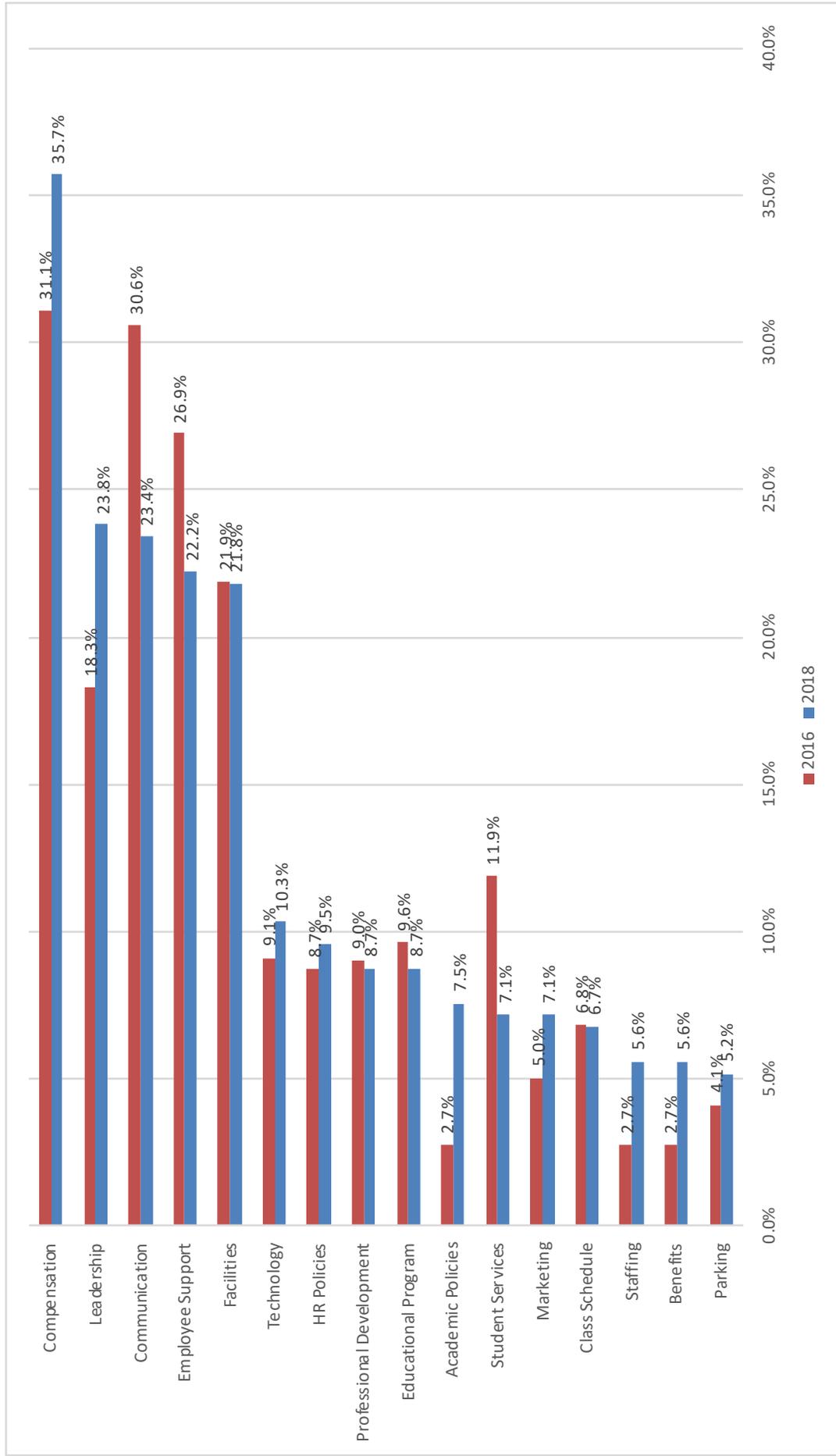
Written comments are organized according to topic and frequency.
 Total Respondents to the comment section of the survey = 277
 Total Respondents to this question = 252 (91.0% of respondents to comment section)
 Total Comments received for this question = 606

1. Compensation: Better salaries and pay were the most frequently cited items for improvement by 35.7% of respondents (N=90). This compares to 31.1% of respondents (N=68) who cited better salaries in the 2016 survey. In the current economic climate, it is not surprising that employees continue to point out the importance of adequate compensation for the work they do. Performance-based pay, cost of living increase in salaries, faculty overload pay, compensation equity, standardized pay scales, salaries more competitive with business and industry rates, and biweekly pay for classified personnel characterized the comments made in this area.

2. Leadership: Supervisory and administrative leadership were listed as an institutional strength by 31.6% of respondents in this survey. However, 23.8% of respondents (N=60) also listed concerns to be addressed by leadership as an opportunity for improvement. Consistency and transparency in decision-making, more direction from supervisors, better communication, leadership that is more approachable, seek more input from faculty and staff in decision-making, commitment to student success, and a more decisive plan for the future characterized the comments in this section. In 2016, 18.3% of respondents (N=40) listed supervisory and administrative concerns as an area for improvement, ranking this element fifth.

3. Better Communication: The second highest comment element in 2016, improvements in how the College community communicates was cited by 23.4% of respondents (N=59). This compares to 30.6% of respondents two years ago (N=67). Better communication and sharing of information between campuses, between departments and offices, between administration and staff, within departments, and with students were cited in the comments. As the College continues to grow and expand within its service area, improvements to organizational communications will continue to pose challenges for SPC.

CHART 2
Comparison of Institutional Improvements from Survey Comments
2018 Employee Survey and 2016 Employee Survey



4. Employee support: Improvements to how employees are supported in their jobs were cited by 22.2% of respondents to this question (N=56). This element was cited by 59 respondents in the 2016 survey for a frequency of 26.9%. Being respectful, equal treatment of employees, consistent application of policies, providing more advancement opportunities within the organization, supporting an open exchange of ideas, more support of professional development, recognition for good work done, faculty and staff involvement in extracurricular activities, and more accountability in all areas were noted as concerns.

5. Facilities: Improvements to facilities was mentioned by 21.8% of respondents (N=55). For the 2016 survey, this element was cited by 21.9% of respondents (N=48). The need for more up-to-date facilities, improvements to the Levelland and Reese Center campuses, repair of building façades, modernization of facilities, more space for instruction, improved ADA access, better appearance of campus grounds, more inviting study areas for students, and a more welcoming, cheerful and comfortable environment for students were identified. Budget constraints that have resulted in deferred maintenance over the past two fiscal years are likely contributing to the level of comments.

6. Better Technology: Improvements to information and instructional technology was cited by 10.3% of respondents (N=26). In the 2016 survey, 20 comments were received for a frequency rate of 9.1% and was ranked ninth. Improvements to networking capabilities and systems, better email and internet services, upgrades to instructional computing resources, increasing open computer labs, and improvements in information services were suggested.

Human resources policies, educational program, professional development, academic policies, marketing, student services, class schedule, benefits, staffing and parking were also cited as opportunities for improvement with more than 10 comments each from 5.0% or more of respondents.

Open-ended comments

Seventy-seven (77) employees (33.8%) responded to the question: I wish you have asked about, and I would have said. Attachment H summarizes the responses that were also grouped according to affinity. Responses to this question were wide ranging and reflected the same concerns voiced as areas for improvement. Comments regarding compensation (N=15) and leadership (N=13) were submitted by 36.4% of the respondents to this comment prompt. Comments related to the Colleague ERP implementation (N=5) were submitted by 6.5% of respondents to this open-ended statement.

Summary and Action Items

The organizational climate of the College is the product of the interactions and relationships among SPC employees who work together to accomplish our institutional mission and fulfill our vision of improving each student's life. The results of the 2018 Employee Survey indicate that the current organizational climate is supportive of the College's seven areas of commitment that form the College's system of organizational values and beliefs. These commitments are made to students, educational excellence, access and diversity, faculty and staff, a quality campus environment, the community, and to the effective use of resources. Respondents to the survey affirmed that they experience these core values, for the most part, in their day-to-day work at SPC. The decline in student enrollment in the past two years, continuing budget constraints and challenges, new state accountability mandates, changes to the core curriculum, reorganization of key administrative areas, and the overall economic uncertainty have influenced employee satisfaction. While employee affirmation of core values is presently at acceptable levels and showed improvement over the past two years, overall employee agreement with the 53 value statements that characterize the organizational climate of the College exhibits a diminishing trend over time.

The College's commitment to students, to educational excellence, to access and diversity and the community continue to be identified as the organization's greatest strengths. Employees highly value the College community's dedication to student success and the friendly work environment that is characterized by a sense of family, supportive and cooperative co-workers, and competent supervisors and administrators. For the most part, employees feel empowered to do their jobs and indicate they are treated with respect, appreciation and fairness.

When comparing 2018 survey results to those of 2016, there were notable benchmark improvements recorded for attribute/success factors and statement Means. For All Respondents, all 17 subscale composite Means met the 3.60 benchmark, 48 of the statement Means met the benchmark, and 38 of the statements met the 70% agreement benchmark. Statement agreement percentages overall improved for Faculty, Classified Personnel, Professional Non-Faculty and All Respondents, but dropped notably for Administrators.

It is certain that within the next two years budget resources, especially from state appropriations, will become more constrained. While the College District has recovered from two years of a deficit operational budget that was brought about by a combined 51% decline in property values in FY 2016 and FY 2017, the pressure to effectively allocate future resources remains a critical concern, not only for planners but also for the College community as a whole. In budgeting financial resources, the Board of Regents and Executive Administration have been careful to ensure that the core operations that support instruction and student success have been adequately supported. It is fair to observe that for some respondents, budget restraints become translated as lack of support and indifference to departmental priorities. In this context, survey respondents continue to indicate a desire to be more involved in the planning and budgeting decisions and the prioritization of institutional initiatives. While improvement has been made in this arena, attention to a greater level of involvement will lead to greater satisfaction with the planning and budget processes.

Since the 2016 survey, the College has experienced a 2.9% decline in unduplicated annual headcount enrollment. The opening of the new SPC Lubbock Center in August 2017 has created additional opportunities for the College to expand its educational program within the City of Lubbock. As the College plans for stable growth and expansion, organizational communication becomes more critical. Respondents expressed a concern for communications between departments, rating this factor below the 3.50 Mean benchmark and 70% agreement benchmark in all employee categories and among All Respondents overall. Communication *between* departments is viewed as less than adequate, when taken in the context of the written comments. Employees, for the most part, believe effective communications channels exist *within* departments.

By the same token, employees have a similar view in regard to “a spirit of cooperation” between departments and work groups. Agreement to this survey statement failed to meet the 70% benchmark for all employee groups and for All Respondents, falling to its lowest percentage rank. While agreeing that people within a work group cooperate to get the job done, it becomes apparent that the College needs to work to foster stronger teams, greater respect for co-workers and clearer communication of performance expectations.

By design, the Employee Survey identifies opportunities for improvement and strengthening employee commitment to core institutional values and beliefs. Analysis of the data would suggest that there are four possible areas within our organizational culture that need to be addressed. These areas include the following action items. These action items do not waiver much from conclusions drawn from the results of previous surveys over the past 10 years.

Rewards and Recognition: A primary suggestion for improvement, employee rewards and recognition continues to emerge from the Employee Survey with each administration as an important employee concern. While most employee concerns revolve around compensation, just as important is recognition for work done. Regents approved a 3% COLA for FY 2016 and a 2% COLA for FY 2017. Because of budget constraints, a COLA increase was not budgeted for FY 2018. However, Regents did approve a 4% COLA for FY 2019 that was announced after the survey closed. Whether this announcement would have influenced responses if it had come earlier is speculative. Survey responses suggest continued review of faculty overload pay, base salaries vs. percent raises, rank promotions, salary comparisons to other colleges and industry in our region, promotions, and hiring practices.

Communication and Cooperation: These two functions within our organization go hand-in-hand in that one facilitates the other. While the survey results and comments do not provide any great insight into improving organizational communications and inter-departmental communications, respondents remind us that these are areas that require constant attention and improvement. The data suggests that there is a greater desire for more access to information, greater awareness of decision-making and more input into decisions. To improve in this area, we first need to identify the types of information people need and make it conveniently available when they

want it. Levering technology to facilitate more effective organizational communications is an option that needs to be balanced appropriately with traditional face-to-face interaction through an established system of councils and committees. Supervisory personnel play a critical role in facilitating top-down communication as well as lateral communications. More internal training opportunities in organizational communications and internal customer service may help improve this area, especially for this group.

Planning and Effectiveness: While the College’s program of institutional effectiveness was put to the test five years ago with the Reaffirmation of Accreditation with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and was found to be in compliance with the core requirements and comprehensive standards of the Principles of Accreditation with no recommendations, it is clear that continued work is in order. The College continues to transition to a more user-friendly planning and effectiveness model to achieve uniformity and consistency. The utilization of TaskStream, as an institutional online planning and assessment resource, has standardized planning and budgeting and provided greater communication and sharing of resource information among its users. However, it is very easy for those who are responsible for planning and assessment to lapse into a state of contentment and be less diligent in documenting planning and assessment activities. A new plan to assess the core curriculum developed by a faculty assessment team has been recently adopted and will be piloted in spring 2019. The Office of Institutional Effectiveness and Assessment has focused its efforts on ensuring that assessment initiatives are not only recorded on an annual basis, but also produce quality results that support program improvement. The implementation of a faculty peer review process for learning outcome assessment has been initiated and is ongoing. This activity should contribute to a greater employee involvement and understanding of effectiveness activities. Engaging employees in planning and effectiveness is a function of supervisory and administrative leadership, and the data indicate work is still needed in this area.

Budget Process: While the majority of respondents indicate they have sufficient resources to do their jobs, the budget process emerges as another area for improvement. Survey responses do not pinpoint the exact cause of dissatisfaction, but suggest that consideration be given to creating greater understanding of the resource limitations the College will face in the future and the limitations this “new reality” will place on the budget process. Involvement in setting the priority needs of departments and offices as part of allocating budget resources will contribute to greater employee satisfaction. This involvement must be facilitated by supervisory personnel.

In summary, SPC employees see South Plains College as a great place to work. Overwhelmingly, survey respondents believe they are contributing to the success of the College and indicate they are proud to work at SPC. It’s clear SPC employees are committed to working together to continue to make SPC a quality educational institution, while tackling the challenges the College is facing.

ATTACHMENT A EMPLOYEE SURVEY SUBSCALES

CATEGORY 1: STUDENT FOCUS (Commitment to Students)

- 1. Student needs have the highest priority in our mission.
- 18. I am allowed to make decisions to help solve student problems.
- 52. SPC does a good job meeting the needs and expectations of its students.
- 53. I believe SPC employees as a whole are committed to helping students.

CATEGORY 2: LEARNING FOCUS (Commitment to Educational Excellence)

- 2. Students receive a quality education at SPC.
- 19. The physical facilities of SPC are conducive to effective learning for students.
- 30. I believe SPC's curriculum is updated effectively and equitably.
- 38. SPC prepares students for careers with the skills needed in the workplace.

CATEGORY 3: ACCESS AND DIVERSITY (Commitment to Access and Diversity)

- 3. A diverse multi-cultural environment is valued on SPC campuses.
- 4. College programs and services are affordable for students.
- 31. SPC provides educational programs and services that are available at convenient times and places.
- 43. SPC's open admissions policy provides students with equal access to educational programs and services.

CATEGORY 4: EMPLOYEE EMPOWERMENT (Commitment to Faculty and Staff)

Sub-category: Employee Empowerment

- 5. I am encouraged to develop creative and innovative ideas.
- 20. My work gives me the ability to contribute to the success of SPC.
- 21. Opportunities are provided for my professional growth and development.
- 39. I have control over those aspects of my job for which I am accountable.
- 46. Support staff and instructional staff are treated fairly and equitably.

Sub-category: Supervisory Management

- 6. My supervisor provides me with the information necessary to do my job.
- 7. I have confidence in the fairness of my supervisor.
- 22. My supervisor lets me know what is expected of me.
- 32. My supervisor involves me in decisions that affect my job.
- 48. My ideas are given serious consideration by my supervisor.

Sub-category: Cooperation and Teamwork

- 8. I feel there is a spirit of cooperation between departments and work groups at SPC.
- 44. People in my work group cooperate with each other to get the job done.

Sub-category: Rewards and Recognition

- 23. I feel adequately rewarded for the work I do.
- 33. I am recognized for my work.

CATEGORY 5: QUALITY WORK ENVIRONMENT (Commitment to Quality Work Environment)

Sub-category: Organizational Communications

- 9. Communication between departments at SPC is effective and adequate.
- 40. Communication within my department is effective and adequate.
- 50. SPC encourages an open exchange of ideas.

Sub-category: Internal Employee Relations

- 10. Individuals at SPC with whom I interact understand my needs and expectations.
- 11. I am proud to work for SPC.
- 24. Individuals at SPC treat each other with respect and appreciation.
- 34. I understand the needs and expectations of the individuals with whom I interact.
- 47. SPC values and cares about me as an employee.

Sub-category: Physical Environment

- 12. SPC provides a clean, safe and secure environment for employees and students.
- 25. The physical facilities in my area are adequate.

CATEGORY 6: COMMUNITY FOCUS (Commitment to the Community)

- 13. Our college does a good job responding to the needs of the communities we serve.
- 35. Being involved in service to the community is an important part of my job.
- 41. Our college listens actively to the needs of our community constituents.

CATEGORY 7: LEADERSHIP FOCUS (Effective Use of Resources)

Sub-category: Planning and Effectiveness

- 14. I am informed and understand SPC's planning and effectiveness efforts.
- 26. As it plans for the future, my college asks for my ideas.
- 45. I know the parts of the Institutional Plan that will affect me and my work.
- 51. I am involved in SPC's planning and effectiveness efforts.

Sub-category: Leadership

- 15. I receive the administrative support necessary to do my job.
- 16. Our college's leaders use our vision and values to guide us.
- 27. I believe those in leadership roles demonstrate a visible commitment to the institutional mission of the college.
- 28. The top administrators at SPC are accessible and approachable.
- 36. I have adequate communication with the top administrative staff at SPC.
- 42. Our college's leaders create and support a work environment that helps me do my job.

Sub-category: Budgeting and Allocation of Resources

- 17. I am satisfied with the budgeting process.
- 29. I have sufficient resources to do my job.
- 37. SPC institutional goals and objectives are reflected in the budget.
- 49. I have the opportunity to provide input to the budget process.

OPEN-ENDED QUESTIONS

List three things you would never want to change about SPC and/or your department.

List three things you would like to see improved or changed.

If you would like to comment on an issue that has not been addressed in this survey, please complete the following:

I wish you would have asked about:

I would have said:

ATTACHMENT B
2018 EMPLOYEE SURVEY
ATTRIBUTE/ SUCCESS FACTOR MEANS

	2018 EMPLOYEE SURVEY					2016 EMPLOYEE SURVEY				
	FAC N=211	CLASS N=66	PN-F N=74	ADM N=29	ALL N=392	FAC N=192	CLASS N=59	PN-F N=71	ADM N=22	ALL N=351
STUDENT FOCUS	4.34	4.13	4.22	4.39	4.28	4.36	4.15	4.17	4.49	4.28
1 Student needs have the highest priority in our mission.	4.49	4.48	4.46	4.62	4.49	4.47	4.49	4.35	4.59	4.45
18 I am allowed to make decisions to help solve student problems.	4.13	3.76	3.93	4.28	4.03	4.11	3.85	4.07	4.41	4.06
52 SPC does a good job meeting the needs and expectations of its students.	4.27	4.11	4.14	4.21	4.21	4.28	4.08	4.01	4.36	4.19
53 I believe SPC employees as a whole are committed to helping students.	4.49	4.17	4.35	4.45	4.40	4.56	4.17	4.25	4.59	4.42
LEARNING FOCUS	4.28	4.20	4.16	4.28	4.24	4.28	4.29	4.14	4.41	4.25
2 Students receive a quality education at SPC.	4.50	4.63	4.51	4.59	4.53	4.58	4.61	4.45	4.45	4.54
19 The physical facilities of SPC are conducive to effective learning for students.	4.09	4.06	4.03	4.17	4.09	4.10	4.20	4.10	4.36	4.13
30 I believe SPC's curriculum is updated effectively and equitably.	4.13	3.83	3.84	3.97	4.01	4.06	3.86	3.74	4.27	3.96
38 SPC prepares students for careers with the skills needed in the workplace.	4.40	4.27	4.27	4.41	4.35	4.36	4.49	4.27	4.55	4.37
ACCESS AND DIVERSITY	4.32	4.13	4.11	4.27	4.24	4.30	4.24	4.10	4.28	4.24
3 A diverse multi-cultural environment is valued on SPC campuses.	4.29	4.21	4.03	4.17	4.21	4.25	4.32	3.92	4.09	4.17
4 College programs and services are affordable for students.	4.48	4.39	4.45	4.52	4.46	4.40	4.63	4.46	4.27	4.44
31 SPC provides educational programs and services that are available at convenient times and places.	4.13	3.59	3.76	3.86	3.94	4.17	3.76	3.86	4.18	4.03
43 SPC's open admissions policy provides students with equal access to educational programs and services.	4.39	4.30	4.22	4.52	4.35	4.36	4.24	4.17	4.59	4.32
EMPLOYEE FOCUS	4.01	3.85	3.89	4.07	3.96	3.95	3.64	3.78	4.11	3.86
Subcategory: Employee Empowerment	4.04	3.73	3.96	4.18	3.98	4.00	3.71	3.83	4.12	3.91
5 I am encouraged to develop creative and innovative ideas.	4.03	3.55	3.93	4.28	3.95	3.99	3.64	3.83	4.00	3.88
20 My work gives me the ability to contribute to the success of SPC.	4.45	4.32	4.30	4.45	4.40	4.46	4.20	4.30	4.55	4.38
21 Opportunities are provided for my professional growth and development.	3.91	3.21	4.07	4.24	3.85	3.84	3.25	3.82	4.09	3.74
39 I have control over those aspects of my job for which I am accountable.	4.12	4.18	4.07	4.31	4.14	4.07	4.10	3.97	4.05	4.04
46 Support staff and instructional staff are treated fairly and equitably.	3.69	3.41	3.42	3.62	3.56	3.64	3.34	3.26	3.91	3.51
Subcategory: Supervisory Management	4.26	4.18	4.07	4.15	4.20	4.10	3.78	3.92	4.18	3.99
6 My supervisor provides me with the information necessary to do my job.	4.38	4.35	4.19	4.17	4.31	4.20	3.93	3.99	4.14	4.08
7 I have confidence in the fairness of my supervisor.	4.30	4.36	4.05	4.17	4.25	4.09	3.69	4.08	4.23	4.02
22 My supervisor lets me know what is expected of me.	4.30	4.32	4.07	4.21	4.24	4.22	4.00	4.03	4.09	4.11
32 My supervisor involves me in decisions that affect my job.	4.12	4.05	3.96	4.10	4.08	3.98	3.61	3.73	4.14	3.85
48 My ideas are given serious consideration by my supervisor.	4.18	3.82	4.07	4.10	4.09	4.03	3.64	3.76	4.32	3.91
Subcategory: Cooperation & Teamwork	3.86	3.62	3.65	3.91	3.77	3.87	3.54	3.68	4.02	3.78
8 I feel there is a spirit of cooperation between departments and work groups at SPC.	3.52	3.14	3.07	3.55	3.35	3.55	3.15	3.13	3.77	3.41
44 People in my work group cooperate with each other to get the job done.	4.19	4.11	4.23	4.28	4.19	4.19	3.93	4.24	4.27	4.15

ATTACHMENT B
2018 EMPLOYEE SURVEY
ATTRIBUTE/ SUCCESS FACTOR MEANS

	2018 EMPLOYEE SURVEY					2016 EMPLOYEE SURVEY				
	FAC N=211	CLASS N=66	PN-F N=74	ADM N=29	ALL N=392	FAC N=192	CLASS N=59	PN-F N=71	ADM N=22	ALL N=351
Subcategory: Rewards and Recognition	3.48	3.58	3.53	3.72	3.51	3.53	3.25	3.39	3.98	3.47
23 I feel adequately rewarded for the work I do.	3.36	3.44	3.47	3.62	3.40	3.44	3.17	3.41	4.05	3.42
33 I am recognized for my work.	3.60	3.71	3.58	3.83	3.62	3.61	3.34	3.38	3.91	3.52
QUALITY WORK ENVIRONMENT	4.01	3.80	3.92	4.04	3.95	4.03	3.82	3.77	4.17	3.94
Subcategory: Organizational Communications	3.70	3.32	3.40	3.84	3.58	3.69	3.34	3.31	3.82	3.55
9 Communication between departments at SPC is effective and adequate.	3.23	2.67	2.70	3.24	3.01	3.32	3.10	2.76	3.50	3.16
40 Communication within my department is effective and adequate.	4.16	3.98	3.78	4.24	4.05	3.98	3.44	3.69	4.09	3.82
50 SPC encourages an open exchange of ideas.	3.72	3.30	3.70	4.03	3.66	3.78	3.47	3.49	3.86	3.66
Subcategory: Internal Employee Relations	4.12	3.89	4.10	4.06	4.06	4.16	3.99	3.89	4.25	4.08
10 Individuals at SPC with whom I interact understand my needs and expectations.	3.91	3.70	3.81	3.83	3.85	3.98	3.85	3.71	4.05	3.90
11 I am proud to work for SPC.	4.65	4.52	4.64	4.52	4.61	4.69	4.58	4.52	4.68	4.63
24 Individuals at SPC treat each other with respect and appreciation.	4.01	3.53	3.89	3.76	3.85	4.06	3.63	3.68	3.95	3.89
34 I understand the needs and expectations of the individuals with whom I interact.	4.21	4.21	4.18	4.24	4.20	4.19	4.19	3.99	4.23	4.15
47 SPC values and cares about me as an employee.	3.83	3.48	3.99	3.97	3.80	3.89	3.69	3.57	4.32	3.81
Subcategory: Physical Environment	4.21	4.30	4.27	4.29	4.24	4.20	4.14	4.15	4.50	4.20
12 SPC provides a clean, safe and secure environment for employees and students.	4.46	4.50	4.51	4.41	4.47	4.50	4.32	4.38	4.59	4.45
25 The physical facilities in my area are adequate.	3.96	4.09	4.03	4.17	4.01	3.89	3.97	3.93	4.41	3.95
COMMUNITY FOCUS	4.02	3.85	3.91	4.14	3.97	3.99	3.89	3.80	4.08	3.94
13 Our college does a good job responding to the needs of the communities we serve.	4.22	4.02	4.09	4.10	4.15	4.22	4.08	3.99	4.18	4.14
35 Being involved in service to the community is an important part of my job.	3.90	3.86	3.81	4.10	3.89	3.87	3.81	3.86	4.09	3.88
41 Our college listens actively to the needs of our community constituents.	3.94	3.68	3.81	4.21	3.88	3.89	3.78	3.54	3.95	3.80
LEADERSHIP FOCUS	3.79	3.56	3.72	4.23	3.76	3.80	3.61	3.66	4.14	3.75
Subcategory: Planning & Effectiveness	3.63	3.19	3.41	4.23	3.56	3.64	3.33	3.55	4.14	3.60
14 I am informed and understand SPC's planning and institutional effectiveness efforts.	3.93	3.80	3.82	4.41	3.91	3.93	3.86	3.79	4.27	3.91
26 As it plans for the future, my college asks for my ideas.	3.41	2.83	3.22	3.93	3.31	3.51	3.08	3.23	4.09	3.42
45 I know the parts of the Institutional Plan that will affect me and my work.	3.77	3.44	3.49	4.41	3.71	3.69	3.56	3.79	4.14	3.72
51 I am involved in SPC's planning and effectiveness efforts.	3.43	2.70	3.12	4.17	3.30	3.44	2.81	3.39	4.05	3.36
Subcategory: Leadership	3.90	3.86	3.93	4.25	3.91	3.95	3.88	3.78	4.19	3.90
15 I receive the administrative support necessary to do my job.	4.04	4.02	4.09	4.34	4.06	3.93	3.81	3.92	4.18	3.91
16 Our college's leaders use our vision and values to guide us.	3.88	3.89	4.00	4.34	3.92	3.92	3.95	3.79	4.14	3.90
27 I believe those in leadership roles demonstrate a viable commitment to the institutional mission of the college.	3.99	3.94	3.97	4.21	3.98	3.99	3.90	3.89	4.27	3.96
28 The top administrators at SPC are accessible and approachable.	3.91	3.92	3.97	4.34	3.95	4.07	4.14	3.82	4.32	4.03

**ATTACHMENT B
2018 EMPLOYEE SURVEY
ATTRIBUTE/ SUCCESS FACTOR MEANS**

	2018 EMPLOYEE SURVEY					2016 EMPLOYEE SURVEY				
	FAC N=211	CLASS N=66	PN-F N=74	ADM N=29	ALL N=392	FAC N=192	CLASS N=59	PN-F N=71	ADM N=22	ALL N=351
36 I have adequate communication with the top administrative staff at SPC.	3.64	3.62	3.65	4.28	3.67	3.79	3.60	3.51	4.14	3.70
42 Our college's leaders create and support a work environment that helps me do my job.	3.95	3.76	3.86	4.00	3.89	3.99	3.88	3.76	4.09	3.91
Subcategory: Budgeting & Allocation of Resources	3.79	3.49	3.72	4.18	3.75	3.75	3.50	3.59	4.07	3.68
17 I am satisfied with the budgeting process.	3.67	3.35	3.65	4.21	3.65	3.56	3.47	3.56	4.23	3.57
29 I have sufficient resources to do my job.	4.13	4.12	4.09	4.31	4.13	4.10	4.08	3.89	4.23	4.04
37 SPC institutional goals and objectives are reflected in the budget.	3.70	3.58	3.77	4.10	3.72	3.69	3.44	3.57	3.86	3.62
49 I have the opportunity to provide input to the budget process.	3.64	2.91	3.36	4.10	3.50	3.64	2.98	3.32	3.95	3.48
SUBSCALE MEASURES MEETING 3.5 BENCHMARK	16 94.1%	14 82.4%	15 88.2%	17 100.0%	17 100.0%	17 100.0%	14 82.4%	15 88.2%	17 100.0%	16 94.1%
SUBSCALE MEASURES NOT MEETING 3.5 BENCHMARK	1 5.9%	3 17.6%	2 11.8%	0 0.0%	0 0.0%	0 0.0%	3 17.6%	2 11.8%	0 0.0%	1 5.9%
TOTAL SUBSCALE MEASURES	17	17	17	17	17	17	17	17	17	17
SURVEY STATEMENTS MEETING 3.5 BENCHMARK	49 92.5%	41 77.4%	45 84.9%	52 98.1%	48 90.6%	50 94.3%	40 75.5%	44 83.0%	53 100.0%	47 88.7%
SURVEY STATEMENTS NOT MEETING 3.5 BENCHMARK	4 7.5%	12 22.6%	8 15.1%	1 1.9%	5 9.4%	30 56.6%	13 24.5%	9 17.0%	0 0.0%	6 11.3%
TOTAL SURVEY STATEMENTS	53	53	53	53	53	53	53	53	53	53

**ATTACHMENT C
2018 EMPLOYEE SURVEY
DEGREE OF STATEMENT AGREEMENT**

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree
STUDENT FOCUS															
1 Student needs have the highest priority in our mission.	91.4%	5.2%	3.3%	93.9%	3.0%	3.0%	94.6%	5.4%	0.0%	96.6%	3.4%	0.0%	92.6%	4.6%	2.8%
18 I am allowed to make decisions to help solve student problems.	80.1%	11.8%	8.1%	65.2%	28.8%	6.1%	71.6%	24.3%	4.1%	82.8%	13.8%	3.4%	76.0%	17.4%	6.6%
52 SPC does a good job meeting the needs and expectations of its students.	89.6%	7.1%	3.3%	89.4%	9.1%	1.5%	91.9%	5.4%	2.7%	86.2%	10.3%	3.4%	89.7%	7.5%	2.8%
53 I believe SPC employees as a whole are committed to helping students.	95.2%	3.3%	1.4%	86.4%	10.6%	3.0%	95.9%	2.7%	1.4%	93.1%	6.9%	0.0%	93.5%	4.9%	1.6%
LEARNING FOCUS															
2 Students receive a quality education at SPC.	92.4%	4.7%	2.8%	96.9%	1.5%	1.5%	94.6%	5.4%	0.0%	100.0%	0.0%	0.0%	94.1%	4.1%	1.8%
19 The physical facilities of SPC are conducive to effective learning for students.	82.5%	12.8%	4.7%	87.9%	6.1%	6.1%	83.8%	10.8%	5.4%	89.7%	6.9%	3.4%	84.1%	11.0%	4.9%
30 I believe SPC's curriculum is updated effectively and equitably.	81.8%	12.0%	6.2%	68.2%	25.8%	6.1%	75.7%	18.9%	5.4%	72.4%	24.1%	3.4%	77.1%	17.0%	5.9%
38 SPC prepares students for careers with the skills needed in the workplace.	92.9%	5.2%	1.9%	95.5%	3.0%	1.5%	90.5%	5.4%	4.1%	93.1%	6.9%	0.0%	92.8%	5.1%	2.1%
ACCESS AND DIVERSITY															
3 A diverse multi-cultural environment is valued on SPC campuses.	82.9%	14.7%	2.4%	87.9%	9.1%	3.0%	78.4%	14.9%	6.8%	86.2%	13.8%	0.0%	82.9%	13.5%	3.6%
4 College programs and services are affordable for students.	91.9%	6.2%	1.9%	92.4%	6.1%	1.5%	95.9%	4.1%	0.0%	96.6%	3.4%	0.0%	93.1%	5.6%	1.3%
31 SPC provides educational programs and services that are available at convenient times and places.	81.5%	12.8%	5.7%	65.2%	15.2%	19.7%	74.3%	13.5%	12.2%	65.5%	24.1%	10.3%	76.0%	14.3%	9.7%
43 SPC's open admissions policy provides students with equal access to educational programs and services.	91.5%	6.6%	1.9%	90.9%	7.6%	1.5%	91.9%	4.1%	4.1%	93.1%	6.9%	0.0%	91.2%	6.4%	2.3%
EMPLOYEE FOCUS															
Subcategory: Employee Empowerment															
5 I am encouraged to develop creative and innovative ideas.	74.4%	15.6%	10.0%	48.5%	39.4%	12.1%	75.7%	18.9%	5.4%	82.8%	13.8%	3.4%	70.9%	19.6%	9.4%
20 My work gives me the ability to contribute to the success of SPC.	92.9%	4.7%	2.4%	90.9%	7.6%	1.5%	93.2%	6.8%	0.0%	89.7%	6.9%	3.4%	92.1%	5.9%	2.0%
21 Opportunities are provided for my professional growth and development.	73.9%	13.3%	12.8%	39.4%	34.8%	25.8%	82.4%	10.8%	6.8%	79.3%	17.2%	3.4%	70.1%	16.6%	13.3%
39 I have control over those aspects of my job for which I am accountable.	80.6%	10.0%	9.5%	86.4%	9.1%	4.5%	82.4%	12.2%	5.4%	86.2%	6.9%	6.9%	82.6%	10.0%	7.4%
46 Support staff and instructional staff are treated fairly and equitably.	65.4%	18.5%	16.1%	57.6%	19.7%	22.7%	54.1%	21.6%	24.3%	62.1%	13.8%	24.1%	60.8%	18.8%	20.4%
Subcategory: Supervisory Management															
6 My supervisor provides me with the information necessary to do my job.	86.3%	8.5%	5.2%	89.4%	7.6%	3.0%	77.0%	13.5%	9.5%	82.8%	6.9%	10.3%	84.2%	9.4%	6.4%
7 I have confidence in the fairness of my supervisor.	85.3%	5.7%	9.0%	84.8%	10.6%	4.5%	75.7%	10.8%	13.5%	65.5%	27.6%	6.9%	81.9%	8.9%	9.2%
22 My supervisor lets me know what is expected of me.	86.7%	6.7%	6.7%	87.9%	9.1%	3.0%	81.1%	13.5%	5.4%	75.9%	17.2%	6.9%	84.9%	9.2%	5.9%
32 My supervisor involves me in decisions that affect my job.	79.6%	10.4%	10.0%	75.8%	16.7%	7.6%	74.3%	17.6%	8.1%	72.4%	17.2%	10.3%	77.5%	13.3%	9.2%
48 My ideas are given serious consideration by my supervisor.	80.6%	11.4%	8.1%	65.2%	25.8%	9.1%	79.7%	12.2%	8.1%	65.5%	27.6%	6.9%	76.8%	15.2%	8.0%

**ATTACHMENT C
2018 EMPLOYEE SURVEY
DEGREE OF STATEMENT AGREEMENT**

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree	Agree	Neutral	Disagree
51 I am involved in SPC's planning and effectiveness efforts. <i>Subcategory: Leadership</i>	50.2%	31.3%	18.5%	10.6%	53.0%	36.4%	33.8%	40.5%	25.7%	75.9%	20.7%	3.4%	42.5%	35.6%	21.9%
15 I receive the administrative support necessary to do my job.	81.9%	8.1%	10.0%	75.8%	21.2%	3.0%	81.1%	14.9%	4.1%	86.2%	6.9%	6.9%	80.5%	11.8%	7.7%
16 Our college's leaders use our vision and values to guide us.	69.5%	19.0%	11.4%	72.7%	21.2%	6.1%	75.7%	21.6%	2.7%	93.1%	3.4%	3.4%	72.3%	19.2%	8.5%
27 I believe those in leadership roles demonstrate a viable commitment to the institutional mission of the college.	74.9%	16.6%	8.5%	76.9%	20.0%	3.1%	78.4%	14.9%	6.8%	89.7%	3.4%	6.9%	76.7%	15.9%	7.4%
28 The top administrators at SPC are accessible and approachable.	70.1%	19.4%	10.4%	76.9%	13.8%	9.2%	75.7%	17.6%	6.8%	86.2%	6.9%	6.9%	73.6%	16.9%	9.5%
36 I have adequate communication with the top administrative staff at SPC.	63.0%	20.4%	16.6%	58.5%	32.3%	9.2%	62.2%	23.0%	14.9%	86.2%	10.3%	3.4%	63.1%	22.1%	14.9%
42 Our college's leaders create and support a work environment that helps me do my job. <i>Subcategory: Budgeting & Allocation of Resources</i>	73.0%	18.0%	9.0%	69.7%	24.2%	6.1%	77.0%	16.2%	6.8%	75.9%	13.8%	10.3%	72.9%	18.6%	8.5%
17 I am satisfied with the budgeting process.	64.0%	23.2%	12.8%	36.4%	56.1%	7.6%	54.1%	36.5%	9.5%	82.8%	17.2%	0.0%	58.3%	31.5%	10.2%
29 I have sufficient resources to do my job.	83.4%	11.4%	5.2%	84.8%	12.1%	3.0%	86.5%	8.1%	5.4%	89.7%	10.3%	0.0%	84.7%	10.7%	4.6%
37 SPC institutional goals and objectives are reflected in the budget.	59.5%	31.4%	9.0%	47.0%	47.0%	6.1%	64.9%	32.4%	2.7%	79.3%	17.2%	3.4%	59.2%	33.8%	6.9%
49 I have the opportunity to provide input to the budget process.	59.7%	22.7%	17.5%	22.7%	43.9%	33.3%	47.3%	32.4%	20.3%	79.3%	10.3%	10.3%	52.3%	27.8%	19.8%
TOTAL STATEMENTS MEETING 70% BENCHMARK	38 71.7%			27 50.9%			39 73.6%			42 79.2%			38 71.7%		
TOTAL STATEMENTS NOT MEETING 70% BENCHMARK	15 28.3%			26 49.1%			14 26.4%			11 20.8%			15 28.3%		

**ATTACHMENT D-1
2018 EMPLOYEE SURVEY
STATEMENT AGREEMENT COMPARISON BETWEEN 2018 AND 2016 SURVEY**

	FACULTY		CLASSIFIED		PROFESSIONAL N-F		ADMINISTRATORS		ALL EMPLOYEE GROUPS						
	2018 Agree	2016 Agree	2018 Agree	2016 Agree	2018 Agree	2016 Agree	2018 Agree	2016 Agree	2018 Agree	2016 Agree					
STUDENT FOCUS															
1 Student needs have the highest priority in our mission.	91.4%	93.2%	-1.8	93.9%	91.5%	2.4	94.6%	94.4%	0.2	96.6%	95.5%	1.1	92.6%	93.2%	-0.6
18 I am allowed to make decisions to help solve student problems.	80.1%	83.3%	-3.2	65.2%	64.4%	0.7	71.6%	83.1%	-11.5	82.8%	95.5%	-12.7	76.0%	80.3%	-4.4
52 SPC does a good job meeting the needs and expectations of its students.	89.6%	89.6%	0.0	89.4%	81.4%	8.0	91.9%	85.7%	6.2	86.2%	90.9%	-4.7	89.7%	87.4%	2.3
53 I believe SPC employees as a whole are committed to helping students.	95.2%	97.4%	-2.2	86.4%	84.7%	1.6	95.9%	93.0%	3.0	93.1%	95.5%	-2.4	93.5%	94.0%	-0.5
LEARNING FOCUS															
2 Students receive a quality education at SPC.	92.4%	94.3%	-1.9	96.9%	100.0%	-3.1	94.6%	97.2%	-2.6	100.0%	95.5%	4.5	94.1%	96.0%	-1.9
19 The physical facilities of SPC are conducive to effective learning for students.	82.5%	84.4%	-1.9	87.9%	84.7%	3.1	83.8%	88.6%	-4.8	89.7%	95.5%	-5.8	84.1%	86.0%	-1.9
30 I believe SPC's curriculum is updated effectively and equitably.	81.8%	79.2%	2.7	68.2%	69.5%	-1.3	75.7%	65.7%	10.0	72.4%	90.9%	-18.5	77.1%	75.1%	2.0
38 SPC prepares students for careers with the skills needed in the workplace.	92.9%	93.2%	-0.3	95.5%	93.2%	2.2	90.5%	95.8%	-5.2	93.1%	95.5%	-2.4	92.8%	93.7%	-0.9
ACCESS AND DIVERSITY															
3 A diverse multi-cultural environment is valued on SPC campuses.	82.9%	84.4%	-1.4	87.9%	88.1%	-0.3	78.4%	77.5%	0.9	86.2%	81.8%	4.4	82.9%	83.5%	-0.6
4 College programs and services are affordable for students.	91.9%	90.1%	1.8	92.4%	94.9%	-2.5	95.9%	98.6%	-2.6	96.6%	90.9%	5.6	93.1%	92.6%	0.5
31 SPC provides educational programs and services that are available at convenient times and places.	81.5%	84.9%	-3.4	65.2%	75.9%	-10.7	74.3%	77.5%	-3.1	65.5%	81.8%	-16.3	76.0%	81.7%	-5.7
43 SPC's open admissions policy provides students with equal access to educational programs and services.	91.5%	90.6%	0.8	90.9%	84.7%	6.2	91.9%	87.1%	4.7	93.1%	95.5%	-2.4	91.2%	89.4%	1.8
EMPLOYEE FOCUS															
Subcategory: Employee Empowerment															
5 I am encouraged to develop creative and innovative ideas.	74.4%	74.0%	0.4	48.5%	54.2%	-5.8	75.7%	73.2%	2.4	82.8%	77.3%	5.5	70.9%	70.4%	0.5
20 My work gives me the ability to contribute to the success of SPC.	92.9%	91.1%	1.7	90.9%	83.1%	7.9	93.2%	88.7%	4.5	89.7%	95.5%	-5.8	92.1%	89.5%	2.6
21 Opportunities are provided for my professional growth and development.	73.9%	73.4%	0.5	39.4%	47.5%	-8.1	82.4%	74.6%	7.8	79.3%	81.8%	-2.5	70.1%	69.5%	0.6
39 I have control over those aspects of my job for which I am accountable.	80.6%	78.6%	1.9	86.4%	86.4%	-0.1	82.4%	85.9%	-3.5	86.2%	72.7%	13.5	82.6%	80.5%	2.0
46 Support staff and instructional staff are treated fairly and equitably.	65.4%	66.7%	-1.3	57.6%	45.8%	11.8	54.1%	55.7%	-1.7	62.1%	72.7%	-10.7	60.8%	61.0%	-0.2
Subcategory: Supervisory Management															
6 My supervisor provides me with the information necessary to do my job.	86.3%	78.1%	8.1	89.4%	69.5%	19.9	77.0%	73.2%	3.8	82.8%	81.8%	0.9	84.2%	75.5%	8.7
7 I have confidence in the fairness of my supervisor.	85.3%	75.0%	10.3	84.8%	62.7%	22.1	75.7%	78.9%	-3.2	65.5%	81.8%	-16.3	81.9%	74.1%	7.8
22 My supervisor lets me know what is expected of me.	86.7%	81.8%	4.9	87.9%	76.3%	11.6	81.1%	81.7%	-0.6	75.9%	86.4%	-10.5	84.9%	80.6%	4.2
32 My supervisor involves me in decisions that affect my job.	79.6%	74.5%	5.1	75.8%	55.9%	19.8	74.3%	70.4%	3.9	72.4%	81.8%	-9.4	77.5%	70.0%	7.5
48 My ideas are given serious consideration by my supervisor.	80.6%	75.0%	5.6	65.2%	58.6%	6.5	79.7%	71.8%	7.9	65.5%	90.9%	-25.4	76.8%	72.2%	4.6
Subcategory: Cooperation & Teamwork															
8 I feel there is a spirit of cooperation between departments and work groups at SPC.	56.9%	56.8%	0.1	43.9%	45.8%	-1.8	50.0%	45.7%	4.3	58.6%	72.7%	-14.1	52.9%	53.4%	-0.5

**ATTACHMENT D-1
2018 EMPLOYEE SURVEY
STATEMENT AGREEMENT COMPARISON BETWEEN 2018 AND 2016 SURVEY**

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	2018 Agree	2016 Agree	Change	2018 Agree	2016 Agree	Change	2018 Agree	2016 Agree	Change	2018 Agree	2016 Agree	Change	2018 Agree	2016 Agree	Change
44 People in my work group cooperate with each other to get the job done.	82.0%	80.7%	1.3	81.8%	78.0%	3.9	86.5%	90.1%	-3.7	86.2%	86.4%	-0.2	83.2%	82.3%	1.0
Subcategory: Rewards & Recognition															
23 I feel adequately rewarded for the work I do.	55.5%	57.3%	-1.8	59.1%	47.5%	11.6	54.1%	60.6%	-6.5	58.6%	72.7%	-14.1	55.8%	57.3%	-1.5
33 I am recognized for my work.	63.5%	64.1%	-0.6	62.1%	50.8%	11.3	63.5%	57.7%	5.8	72.4%	72.7%	-0.3	63.4%	60.6%	2.9
QUALITY WORK ENVIRONMENT															
Subcategory: Organizational Communications															
9 Communication between departments at SPC is effective and adequate.	46.4%	49.0%	-2.5	22.7%	35.6%	-12.9	26.0%	32.9%	-6.8	41.4%	59.1%	-17.7	37.7%	43.7%	-6.0
40 Communication within my department is effective and adequate.	81.5%	74.5%	7.0	72.7%	61.0%	11.7	71.6%	69.0%	2.6	86.2%	81.8%	4.4	78.2%	71.1%	7.1
50 SPC encourages an open exchange of ideas.	64.9%	70.2%	-5.2	43.9%	46.6%	-2.6	73.0%	62.9%	10.1	72.4%	68.2%	4.2	63.1%	64.3%	-1.1
Subcategory: Internal Employee Relations															
10 Individuals at SPC with whom I interact understand my needs and expectations.	72.5%	76.6%	-4.1	66.7%	78.0%	-11.3	73.0%	72.9%	0.1	65.5%	81.8%	-16.3	71.1%	76.3%	-5.2
11 I am proud to work for SPC.	94.3%	93.8%	0.5	87.9%	91.5%	-3.6	95.9%	93.0%	3.0	93.1%	95.5%	-2.4	93.1%	93.2%	-0.1
24 Individuals at SPC treat each other with respect and appreciation.	79.1%	79.2%	0.0	63.6%	62.7%	0.9	78.4%	69.0%	9.4	65.5%	77.3%	-11.8	74.2%	74.4%	-0.2
34 I understand the needs and expectations of the individuals with whom I interact.	87.7%	87.0%	0.7	92.4%	88.1%	4.3	95.9%	82.9%	13.1	89.7%	90.9%	-1.3	89.8%	86.8%	3.0
47 SPC values and cares about me as an employee.	72.5%	74.0%	-1.4	60.6%	59.3%	1.3	77.0%	65.7%	11.3	69.0%	90.9%	-21.9	70.6%	70.5%	0.1
Subcategory: Physical Environment															
12 SPC provides a clean, safe and secure environment for employees and students.	91.4%	92.7%	-1.2	93.9%	88.1%	5.8	95.9%	90.1%	5.8	93.1%	95.5%	-2.4	92.6%	91.4%	1.1
25 The physical facilities in my area are adequate.	78.2%	74.0%	4.2	84.8%	84.7%	0.1	82.4%	80.0%	2.4	86.2%	95.5%	-9.2	80.6%	78.9%	1.7
COMMUNITY FOCUS															
13 Our college does a good job responding to the needs of the communities we serve.	85.3%	84.9%	0.4	77.3%	74.6%	2.7	85.1%	78.6%	6.6	79.3%	90.9%	-11.6	83.1%	82.0%	1.1
35 Being involved in service to the community is an important part of my job.	67.1%	68.1%	-0.9	65.2%	59.3%	5.8	64.9%	65.7%	-0.8	75.9%	77.3%	-1.4	67.2%	67.2%	0.0
41 Our college listens actively to the needs of our community constituents.	70.6%	68.2%	2.4	60.6%	57.6%	3.0	73.0%	58.6%	14.4	82.8%	77.3%	5.5	69.7%	65.0%	4.6
LEADERSHIP FOCUS															
Subcategory: Planning & Effectiveness															
14 I am informed and understand SPC's planning and institutional effectiveness efforts.	75.8%	74.9%	1.0	69.7%	70.7%	-1.0	67.6%	70.0%	-2.4	86.2%	90.9%	-4.7	73.4%	74.1%	-0.7
26 As it plans for the future, my college asks for my ideas.	54.0%	58.6%	-4.6	28.8%	30.5%	-1.7	44.6%	45.7%	-1.1	69.0%	77.3%	-8.3	49.1%	52.4%	-3.3
45 I know the parts of the Institutional Plan that will affect me and my work.	64.9%	64.1%	0.9	48.5%	55.9%	-7.4	56.8%	71.4%	-14.7	89.7%	81.8%	7.8	62.9%	65.6%	-2.7
51 I am involved in SPC's planning and effectiveness efforts.	50.2%	49.0%	1.3	10.6%	20.3%	-9.7	33.8%	48.6%	-14.8	75.9%	72.7%	3.1	42.5%	45.7%	-3.2
Subcategory: Leadership															
15 I receive the administrative support necessary to do my job.	81.9%	72.8%	9.1	75.8%	74.6%	1.2	81.1%	76.1%	5.0	86.2%	81.8%	4.4	80.5%	74.3%	6.2
16 Our college's leaders use our vision and values to guide us.	69.5%	70.7%	-1.2	72.7%	74.6%	-1.8	75.7%	68.6%	7.1	93.1%	90.9%	2.2	72.3%	71.9%	0.4
27 I believe those in leadership roles demonstrate a viable commitment to the institutional mission of the college.	74.9%	77.1%	-2.2	76.9%	79.7%	-2.7	78.4%	80.3%	-1.9	89.7%	90.9%	-1.3	76.7%	78.6%	-2.0

**ATTACHMENT D-1
2018 EMPLOYEE SURVEY
STATEMENT AGREEMENT COMPARISON BETWEEN 2018 AND 2016 SURVEY**

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	2018 Agree	2016 Agree	Change	2018 Agree	2016 Agree	Change	2018 Agree	2016 Agree	Change	2018 Agree	2016 Agree	Change	2018 Agree	2016 Agree	Change
28 The top administrators at SPC are accessible and approachable.	70.1%	79.7%	-9.5	76.9%	83.1%	-6.1	75.7%	74.6%	1.0	86.2%	90.9%	-4.7	73.6%	79.8%	-6.2
36 I have adequate communication with the top administrative staff at SPC.	63.0%	67.7%	-4.7	58.5%	58.6%	-0.2	62.2%	55.7%	6.4	86.2%	81.8%	4.4	63.1%	64.1%	-1.0
42 Our college's leaders create and support a work environment that helps me do my job.	73.0%	76.0%	-3.1	69.7%	71.2%	-1.5	77.0%	72.9%	4.2	75.9%	81.8%	-6.0	72.9%	74.5%	-1.6
Subcategory: Budgeting & Allocation of Resources															
17 I am satisfied with the budgeting process.	64.0%	55.2%	8.8	36.4%	39.0%	-2.6	54.1%	54.9%	-0.9	82.8%	81.8%	0.9	58.3%	53.3%	5.0
29 I have sufficient resources to do my job.	83.4%	82.8%	0.6	84.8%	89.8%	-5.0	86.5%	73.2%	13.2	89.7%	90.9%	-1.3	84.7%	82.1%	2.6
37 SPC institutional goals and objectives are reflected in the budget.	59.5%	59.4%	0.1	47.0%	40.7%	6.3	64.9%	54.3%	10.6	79.3%	68.2%	11.1	59.2%	55.0%	4.2
49 I have the opportunity to provide input to the budget process.	59.7%	60.4%	-0.7	22.7%	27.1%	-4.4	47.3%	53.5%	-6.2	79.3%	68.2%	11.1	52.3%	53.4%	-1.1
TOTAL STATEMENTS MEETING 70% BENCHMARK	38	39		27	27		39	34		42	49		38	37	
TOTAL STATEMENTS NOT MEETING 70% BENCHMARK	71.7%	73.6%		50.9%	50.9%		73.6%	64.2%		79.2%	92.4%		71.7%	69.8%	
TOTAL STATEMENTS INCREASING IN AGREEMENT	15	14		26	26		14	19		11	4		15	16	
AVERAGE PERCENTAGE POINT CHANGE	28.3%	26.4%		49.1%	49.1%		26.4%	35.8%		20.8%	7.6%		28.3%	30.2%	
TOTAL STATEMENTS DECREASING IN AGREEMENT	27	15		28	5		32	15		18	41		27	10	
AVERAGE PERCENTAGE POINT CHANGE	2.8	1.8		6.1	2.7		6.0	4.1		5.3	7.1		3.2	1.3	
TOTAL STATEMENTS DECREASING IN AGREEMENT	24	38		25	48		21	38		35	12		25	43	
AVERAGE PERCENTAGE POINT CHANGE	-2.3	-2.9		-3.6	-10.6		-4.7	-4.6		-8.5	-4.0		-2.1	-3.1	

**ATTACHMENT D-2
2018 EMPLOYEE SURVEY
STATEMENT NEUTRAL AGREEMENT COMPARISON BETWEEN 2018 AND 2016 SURVEY**

	FACULTY		CLASSIFIED		PROFESSIONAL N-F		ADMINISTRATORS		ALL EMPLOYEES				
	2018 Neutral	2016 Change	2018 Neutral	2016 Change	2018 Neutral	2016 Change	2018 Neutral	2016 Change	2018 Neutral	2016 Change			
STUDENT FOCUS													
1 Student needs have the highest priority in our mission.	5.2%	3.6%	1.6	3.0%	3.4%	-0.4	5.4%	0.0%	3.4%	-3.4	4.6%	2.6%	2.0
18 I am allowed to make decisions to help solve student problems.	11.8%	7.3%	4.6	28.8%	27.1%	1.7	24.3%	8.5%	15.9	-13.8	17.4%	10.8%	6.6
52 SPC does a good job meeting the needs and expectations of its students.	7.1%	9.4%	-2.3	9.1%	13.6%	-4.5	5.4%	11.4%	-6.0	-5.8	7.5%	10.3%	-2.8
53 I believe SPC employees as a whole are committed to helping students.	3.3%	2.1%	1.3	10.6%	10.2%	0.4	2.7%	4.2%	-1.5	-6.9	4.9%	3.7%	1.2
LEARNING FOCUS													
2 Students receive a quality education at SPC.	4.7%	3.6%	1.1	1.5%	0.0%	1.5	5.4%	2.8%	2.6	0.0	4.1%	2.6%	1.5
19 The physical facilities of SPC are conducive to effective learning for students.	12.8%	8.9%	3.9	6.1%	8.5%	-2.4	10.8%	8.6%	2.2	-6.9	11.0%	8.3%	2.7
30 I believe SPC's curriculum is updated effectively and equitably.	12.0%	15.1%	-3.1	25.8%	22.0%	3.7	18.9%	30.0%	-11.1	-19.6	17.0%	18.6%	-1.7
38 SPC prepares students for careers with the skills needed in the workplace.	5.2%	4.7%	0.5	3.0%	6.8%	-3.7	5.4%	4.2%	1.2	-6.9	5.1%	4.9%	0.3
ACCESS AND DIVERSITY													
3 A diverse multi-cultural environment is valued on SPC campuses.	14.7%	9.4%	5.3	9.1%	5.1%	4.0	14.9%	11.3%	3.6	-4.7	13.5%	8.8%	4.7
4 College programs and services are affordable for students.	6.2%	8.9%	-2.7	6.1%	5.1%	1.0	4.1%	1.4%	2.6	-3.4	5.6%	6.0%	-0.4
31 SPC provides educational programs and services that are available at convenient times and places.	12.8%	9.9%	2.9	15.2%	6.9%	8.3	13.5%	14.1%	-0.6	-10.5	14.3%	10.6%	3.7
43 SPC's open admissions policy provides students with equal access to educational programs and services.	6.6%	6.8%	-0.1	7.6%	11.9%	-4.3	4.1%	10.0%	-5.9	-6.9	6.4%	7.7%	-1.3
EMPLOYEE FOCUS													
Subcategory: Employee Empowerment													
5 I am encouraged to develop creative and innovative ideas.	15.6%	14.1%	1.6	39.4%	30.5%	8.9	18.9%	11.3%	7.7	-0.2	19.6%	16.2%	3.4
20 My work gives me the ability to contribute to the success of SPC.	4.7%	6.3%	-1.5	7.6%	11.9%	-4.3	6.8%	5.6%	1.1	-6.9	5.9%	6.6%	-0.7
21 Opportunities are provided for my professional growth and development.	13.3%	9.9%	3.4	34.8%	20.3%	14.5	10.8%	7.0%	3.8	-8.2	16.6%	11.1%	5.5
39 I have control over those aspects of my job for which I am accountable.	10.0%	12.0%	-2.0	9.1%	6.8%	2.3	12.2%	5.6%	6.5	11.3	10.0%	10.0%	0.0
46 Support staff and instructional staff are treated fairly and equitably.	18.5%	16.7%	1.8	19.7%	28.8%	-9.1	21.6%	15.7%	5.9	-0.2	18.8%	18.1%	0.8
Subcategory: Supervisory Management													
6 My supervisor provides me with the information necessary to do my job.	8.5%	14.6%	-6.1	7.6%	13.6%	-6.0	13.5%	14.1%	-0.6	-2.4	9.4%	13.4%	-4.0
7 I have confidence in the fairness of my supervisor.	5.7%	12.0%	-6.3	10.6%	13.6%	-3.0	10.8%	8.5%	2.4	-23.0	8.9%	10.8%	-1.9
22 My supervisor lets me know what is expected of me.	6.7%	13.0%	-6.4	9.1%	11.9%	-2.8	13.5%	8.5%	5.1	-12.7	9.2%	11.4%	-2.2
32 My supervisor involves me in decisions that affect my job.	10.4%	13.5%	-3.1	16.7%	22.0%	-5.4	17.6%	12.7%	4.9	-12.7	13.3%	14.6%	-1.3

**ATTACHMENT D-2
2018 EMPLOYEE SURVEY
STATEMENT NEUTRAL AGREEMENT COMPARISON BETWEEN 2018 AND 2016 SURVEY**

	FACULTY		CLASSIFIED		PROFESSIONAL N-F		ADMINISTRATORS		ALL EMPLOYEES	
	2018 Neutral	2016 Neutral Change	2018 Neutral	2016 Neutral Change	2018 Neutral	2016 Neutral Change	2018 Neutral	2016 Neutral Change	2018 Neutral	2016 Neutral Change
48 My ideas are given serious consideration by my supervisor.	11.4%	-4.3	25.8%	3.3	12.2%	-0.5	4.5%	-23.0	15.2%	-0.3
Subcategory: Cooperation & Teamwork										
8 I feel there is a spirit of cooperation between departments and work groups at SPC.	23.7%	-2.9	19.7%	-0.6	10.8%	-13.5	13.6%	-7.1	20.2%	-4.1
44 People in my work group cooperate with each other to get the job done.	11.4%	-1.6	12.1%	5.3	6.8%	1.1	9.1%	2.2	10.1%	-0.2
Subcategory: Rewards & Recognition										
23 I feel adequately rewarded for the work I do.	19.4%	2.8	18.2%	2.9	21.6%	7.5	13.6%	-3.6	19.2%	3.5
33 I am recognized for my work.	17.5%	0.9	28.8%	10.1	20.3%	2.0	13.6%	10.2	19.2%	2.0
QUALITY WORK ENVIRONMENT										
Subcategory: Organizational Communications										
9 Communication between departments at SPC is effective and adequate.	27.0%	2.0	28.8%	-1.7	27.4%	7.4	18.2%	-16.3	27.4%	3.2
40 Communication within my department is effective and adequate.	10.4%	-2.6	21.2%	12.7	12.2%	-3.3	4.5%	-5.8	12.6%	0.6
50 SPC encourages an open exchange of ideas.	22.3%	4.0	40.9%	4.7	16.2%	-2.4	22.7%	-1.4	24.0%	2.1
Subcategory: Internal Employee Relations										
10 Individuals at SPC with whom I interact understand my needs and expectations.	22.7%	5.6	27.3%	15.4	20.3%	-1.2	13.6%	-17.4	23.3%	6.7
11 I am proud to work for SPC.	2.9%	-2.4	12.1%	3.6	4.1%	-1.6	0.0%	-6.9	5.4%	-0.3
24 Individuals at SPC treat each other with respect and appreciation.	10.9%	-2.1	21.2%	2.6	17.6%	-3.6	13.6%	-10.5	15.1%	-0.3
34 I understand the needs and expectations of the individuals with whom I interact.	10.9%	-1.1	4.5%	-5.6	1.4%	-10.1	4.5%	1.1	7.9%	-3.0
47 SPC values and cares about me as an employee.	15.2%	0.1	19.7%	-5.7	18.9%	0.3	4.5%	-19.6	17.3%	0.1
Subcategory: Physical Environment										
12 SPC provides a clean, safe and secure environment for employees and students.	7.6%	1.9	3.0%	-2.1	2.7%	-5.7	0.0%	-6.9	6.2%	0.4
25 The physical facilities in my area are adequate.	10.4%	-1.6	9.1%	5.7	8.1%	1.0	0.0%	-6.9	9.7%	1.1
COMMUNITY FOCUS										
13 Our college does a good job responding to the needs of the communities we serve.	10.0%	-2.5	18.2%	-3.9	10.8%	-6.3	0.0%	-17.2	12.5%	-2.0
35 Being involved in service to the community is an important part of my job.	24.3%	3.3	31.8%	-5.5	28.4%	-0.2	18.2%	0.9	25.9%	1.2
41 Our college listens actively to the needs of our community constituents.	25.6%	-2.0	34.8%	-2.4	23.0%	-11.3	9.1%	-8.2	26.2%	-3.0
LEADERSHIP FOCUS										
Subcategory: Planning & Effectiveness										
14 I am informed and understand SPC's planning and institutional effectiveness efforts.	13.3%	-1.9	24.2%	3.6	25.7%	4.2	4.5%	-9.2	17.9%	1.2
26 As it plans for the future, my college asks for my ideas.	21.8%	-0.7	37.9%	-4.5	32.4%	2.4	18.2%	-2.5	26.1%	-1.1
45 I know the parts of the Institutional Plan that will affect me and my work.	23.2%	2.4	39.4%	8.9	24.3%	1.5	4.5%	-5.8	25.0%	3.2

**ATTACHMENT D-2
2018 EMPLOYEE SURVEY
STATEMENT NEUTRAL AGREEMENT COMPARISON BETWEEN 2018 AND 2016 SURVEY**

	FACULTY		CLASSIFIED		PROFESSIONAL N-F		ADMINISTRATORS		ALL EMPLOYEES		
	2018 Neutral	2016 Neutral Change	2018 Neutral	2016 Neutral Change	2018 Neutral	2016 Neutral Change	2018 Neutral	2016 Neutral Change	2018 Neutral	2016 Neutral Change	
51 I am involved in SPC's planning and effectiveness efforts.	31.3%	33.3%	53.0%	44.1%	40.5%	38.6%	18.2%	20.7%	35.6%	35.1%	0.5
Subcategory: Leadership											
15 I receive the administrative support necessary to do my job.	8.1%	14.1%	21.2%	10.2%	14.9%	16.9%	13.6%	6.9%	11.8%	13.7%	-1.9
16 Our college's leaders use our vision and values to guide us.	19.0%	21.5%	21.2%	16.9%	21.6%	20.0%	0.0%	3.4%	19.2%	19.2%	0.0
27 I believe those in leadership roles demonstrate a viable commitment to the institutional mission of the college.	16.6%	13.0%	20.0%	10.2%	14.9%	9.9%	4.5%	3.4%	15.9%	11.4%	4.5
28 The top administrators at SPC are accessible and approachable.	19.4%	13.0%	13.8%	11.9%	17.6%	9.9%	4.5%	6.9%	16.9%	11.4%	5.5
36 I have adequate communication with the top administrative staff at SPC.	20.4%	23.4%	32.3%	24.1%	23.0%	25.7%	13.6%	10.3%	22.1%	23.3%	-1.2
42 Our college's leaders create and support a work environment that helps me do my job.	18.0%	17.2%	24.2%	20.3%	16.2%	17.1%	9.1%	13.8%	18.6%	17.2%	1.4
Subcategory: Budgeting & Allocation of Resources											
17 I am satisfied with the budgeting process.	23.2%	33.9%	56.1%	52.5%	36.5%	32.4%	13.6%	17.2%	31.5%	35.9%	-4.4
29 I have sufficient resources to do my job.	11.4%	10.9%	12.1%	3.4%	8.1%	15.5%	4.5%	10.3%	10.7%	10.0%	0.8
37 SPC institutional goals and objectives are reflected in the budget.	31.4%	32.8%	47.0%	45.8%	32.4%	41.4%	22.7%	17.2%	33.8%	36.4%	-2.5
49 I have the opportunity to provide input to the budget process.	22.7%	25.0%	43.9%	44.1%	32.4%	19.7%	18.2%	10.3%	27.8%	27.1%	0.7
TOTAL STATEMENTS INCREASING IN NEUTRAL AGREEMENT	24	33	32	36	30	28	10	13	29	31	
AVERAGE PERCENTAGE POINT CHANGE	2.6	2.7	5.8	7.4	4.4	5.5	5.0	4.9	2.5	2.1	
TOTAL STATEMENTS DECREASING IN NEUTRAL AGREEMENT	29	20	21	17	23	25	42	37	22	21	
AVERAGE PERCENTAGE POINT CHANGE	-3.0	-2.3	-3.7	-4.2	-4.7	-3.8	-8.2	-7.9	-1.8	-1.8	

**ATTACHMENT D-3
2018 EMPLOYEE SURVEY
STATEMENT DISAGREEMENT COMPARISON BETWEEN 2018 AND 2016 SURVEY**

	FACULTY		CLASSIFIED		PROFESSIONAL N-F		ADMINISTRATORS		ALL EMPLOYEE GROUPS	
	2018 Disagree	2016 Disagree Change	2018 Disagree	2016 Disagree Change	2018 Disagree	2016 Disagree Change	2018 Disagree	2016 Disagree Change	2018 Disagree	2016 Disagree Change
STUDENT FOCUS										
1 Student needs have the highest priority in our mission.	3.3%	3.1% 0.2	3.0%	5.1% -2.1	0.0%	5.6% -5.6	0.0%	4.5% -4.5	2.8%	4.3% -1.5
18 I am allowed to make decisions to help solve student problems.	8.1%	9.4% -1.3	6.1%	8.5% -2.4	4.1%	8.5% -4.4	3.4%	4.5% -1.1	6.6%	8.8% -2.2
52 SPC does a good job meeting the needs and expectations of its students.	3.3%	1.0% 2.3	1.5%	5.1% -3.6	2.7%	2.9% -0.2	3.4%	4.5% -1.1	2.8%	2.3% 0.5
53 I believe SPC employees as a whole are committed to helping students.	1.4%	0.5% 0.9	3.0%	5.1% -2.1	1.4%	2.8% -1.5	0.0%	4.5% -4.5	1.6%	2.3% -0.7
LEARNING FOCUS										
2 Students receive a quality education at SPC.	2.8%	2.1% 0.8	1.5%	0.0% 1.5	0.0%	0.0% 0.0	0.0%	4.5% -4.5	1.8%	1.4% 0.4
19 The physical facilities of SPC are conducive to effective learning for students.	4.7%	6.8% -2.0	6.1%	6.8% -0.7	5.4%	2.9% 2.5	3.4%	4.5% -1.1	4.9%	5.7% -0.9
30 I believe SPC's curriculum is updated effectively and equitably.	6.2%	5.7% 0.5	6.1%	8.5% -2.4	5.4%	4.3% 1.1	3.4%	4.5% -1.1	5.9%	6.3% -0.4
38 SPC prepares students for careers with the skills needed in the workplace.	1.9%	2.1% -0.2	1.5%	0.0% 1.5	4.1%	0.0% 4.1	0.0%	4.5% -4.5	2.1%	1.4% 0.6
ACCESS AND DIVERSITY										
3 A diverse multi-cultural environment is valued on SPC campuses.	2.4%	6.3% -3.9	3.0%	6.8% -3.7	6.8%	11.3% -4.5	0.0%	9.1% -9.1	3.6%	7.7% -4.1
4 College programs and services are affordable for students.	1.9%	1.0% 0.9	1.5%	0.0% 1.5	0.0%	0.0% 0.0	0.0%	9.1% -9.1	1.3%	1.4% -0.1
31 SPC provides educational programs and services that are available at convenient times and places.	5.7%	5.2% 0.5	19.7%	17.2% 2.5	12.2%	8.5% 3.7	10.3%	4.5% 5.8	9.7%	7.7% 2.0
43 SPC's open admissions policy provides students with equal access to educational programs and services.	1.9%	2.6% -0.7	1.5%	3.4% -1.9	4.1%	2.9% 1.2	0.0%	4.5% -4.5	2.3%	2.9% -0.5
EMPLOYEE FOCUS										
Subcategory: Employee Empowerment										
5 I am encouraged to develop creative and innovative ideas.	10.0%	12.0% -2.0	12.1%	15.3% -3.1	5.4%	15.5% -10.1	3.4%	9.1% -5.7	9.4%	13.4% -4.0
20 My work gives me the ability to contribute to the success of SPC.	2.4%	2.6% -0.2	1.5%	5.1% -3.6	0.0%	5.6% -5.6	3.4%	4.5% -1.1	2.0%	4.0% -1.9
21 Opportunities are provided for my professional growth and development.	12.8%	16.7% -3.9	25.8%	32.2% -6.4	6.8%	18.3% -11.6	3.4%	9.1% -5.7	13.3%	19.4% -6.1
39 I have control over those aspects of my job for which I am accountable.	9.5%	9.4% 0.1	4.5%	6.8% -2.2	5.4%	8.5% -3.0	6.9%	9.1% -2.2	7.4%	9.5% -2.0
46 Support staff and instructional staff are treated fairly and equitably.	16.1%	16.7% -0.6	22.7%	25.4% -2.7	24.3%	28.6% -4.2	24.1%	13.6% 10.5	20.4%	20.9% -0.6
Subcategory: Supervisory Management										
6 My supervisor provides me with the information necessary to do my job.	5.2%	7.3% -2.1	3.0%	16.9% -13.9	9.5%	12.7% -3.2	10.3%	13.6% -3.3	6.4%	11.1% -4.7
7 I have confidence in the fairness of my supervisor.	9.0%	13.0% -4.0	4.5%	23.7% -19.2	13.5%	12.7% 0.8	6.9%	13.6% -6.7	9.2%	15.1% -5.9
22 My supervisor lets me know what is expected of me.	6.7%	5.2% 1.5	3.0%	11.9% -8.8	5.4%	9.9% -4.5	6.9%	9.1% -2.2	5.9%	8.0% -2.1
32 My supervisor involves me in decisions that affect my job.	10.0%	12.0% -2.0	7.6%	22.0% -14.5	8.1%	16.9% -8.8	10.3%	13.6% -3.3	9.2%	15.4% -6.2
48 My ideas are given serious consideration by my supervisor.	8.1%	9.4% -1.3	9.1%	19.0% -9.9	8.1%	15.5% -7.4	6.9%	4.5% 2.4	8.0%	12.3% -4.3

**ATTACHMENT D-3
2018 EMPLOYEE SURVEY
STATEMENT DISAGREEMENT COMPARISON BETWEEN 2018 AND 2016 SURVEY**

	FACULTY		CLASSIFIED		PROFESSIONAL N.F		ADMINISTRATORS		ALL EMPLOYEE GROUPS	
	2018 Disagree	2016 Disagree Change	2018 Disagree	2016 Disagree Change	2018 Disagree	2016 Disagree Change	2018 Disagree	2016 Disagree Change	2018 Disagree	2016 Disagree Change
Subcategory: Cooperation & Teamwork										
8 I feel there is a spirit of cooperation between departments and work groups at SPC.	19.4%	16.7% 2.8	36.4%	33.9% 2.5	39.2%	30.0% 9.2	20.7%	13.6% 7.1	26.9%	22.3% 4.6
44 People in my work group cooperate with each other to get the job done.	6.6%	6.3% 0.4	6.1%	15.3% -9.2	6.8%	4.2% 2.5	6.9%	4.5% 2.4	6.7%	7.4% -0.7
Subcategory: Rewards & Recognition										
23 I feel adequately rewarded for the work I do.	25.1%	26.0% -0.9	22.7%	37.3% -14.6	24.3%	25.4% -1.0	24.1%	13.6% 10.5	25.1%	27.1% -2.0
33 I am recognized for my work.	19.0%	19.3% -0.3	9.1%	30.5% -21.4	16.2%	23.9% -7.7	24.1%	13.6% 10.5	17.4%	22.3% -4.9
QUALITY WORK ENVIRONMENT										
Subcategory: Organizational Communications										
9 Communication between departments at SPC is effective and adequate.	26.5%	26.0% 0.5	48.5%	33.9% 14.6	46.6%	47.1% -0.6	24.1%	22.7% 1.4	34.9%	32.0% 2.9
40 Communication within my department is effective and adequate.	8.1%	12.5% -4.4	6.1%	30.5% -24.4	16.2%	15.5% 0.7	3.4%	13.6% -10.2	9.2%	16.9% -7.6
50 SPC encourages an open exchange of ideas.	12.8%	11.5% 1.3	15.2%	17.2% -2.1	10.8%	18.6% -7.8	3.4%	9.1% -5.7	12.9%	13.8% -0.9
Subcategory: Internal Employee Relations										
10 Individuals at SPC with whom I interact understand my needs and expectations.	4.7%	6.3% -1.5	6.1%	10.2% -4.1	6.8%	5.7% 1.0	3.4%	4.5% -1.1	5.6%	7.1% -1.5
11 I am proud to work for SPC.	2.9%	1.0% 1.8	0.0%	0.0% 0.0	0.0%	1.4% -1.4	0.0%	4.5% -4.5	1.5%	1.1% 0.4
24 Individuals at SPC treat each other with respect and appreciation.	10.0%	7.8% 2.1	15.2%	18.6% -3.5	4.1%	9.9% -5.8	10.3%	9.1% 1.2	10.7%	10.3% 0.5
34 I understand the needs and expectations of the individuals with whom I interact.	1.4%	1.0% 0.4	3.0%	1.7% 1.3	2.7%	5.7% -3.0	6.9%	4.5% 2.4	2.3%	2.3% 0.0
47 SPC values and cares about me as an employee.	12.3%	10.9% 1.4	19.7%	15.3% 4.4	4.1%	15.7% -11.7	6.9%	4.5% 2.4	12.1%	12.3% -0.2
Subcategory: Physical Environment										
12 SPC provides a clean, safe and secure environment for employees and students.	1.0%	1.6% -0.6	3.0%	6.8% -3.7	1.4%	1.4% -0.1	0.0%	4.5% -4.5	1.3%	2.9% -1.6
25 The physical facilities in my area are adequate.	11.4%	14.1% -2.7	6.1%	11.9% -5.8	9.5%	12.9% -3.4	6.9%	4.5% 2.4	9.7%	12.6% -2.9
COMMUNITY FOCUS										
13 Our college does a good job responding to the needs of the communities we serve.	4.7%	2.6% 2.1	4.5%	3.4% 1.2	4.1%	4.3% -0.2	3.4%	9.1% -5.7	4.3%	3.4% 0.9
35 Being involved in service to the community is an important part of my job.	8.6%	11.0% -2.4	3.0%	3.4% -0.4	6.8%	5.7% 1.0	6.9%	4.5% 2.4	6.9%	8.0% -1.1
41 Our college listens actively to the needs of our community constituents.	3.8%	4.2% -0.4	4.5%	5.1% -0.5	4.1%	7.1% -3.1	0.0%	13.6% -13.6	4.1%	5.7% -1.6
LEADERSHIP FOCUS										
Subcategory: Planning & Effectiveness										
14 I am informed and understand SPC's planning and institutional effectiveness efforts.	10.9%	9.9% 1.0	6.1%	8.6% -2.6	6.8%	8.6% -1.8	0.0%	4.5% -4.5	8.7%	9.2% -0.5
26 As it plans for the future, my college asks for my ideas.	24.2%	18.8% 5.3	33.3%	27.1% 6.2	23.0%	24.3% -1.3	10.3%	4.5% 5.8	24.8%	20.3% 4.5
45 I know the parts of the Institutional Plan that will affect me and my work.	11.8%	15.1% -3.3	12.1%	13.6% -1.4	18.9%	5.7% 13.2	0.0%	13.6% -13.6	12.1%	12.6% -0.5
51 I am involved in SPC's planning and effectiveness efforts.	18.5%	17.7% 0.8	36.4%	35.6% 0.8	25.7%	12.9% 12.8	3.4%	9.1% -5.7	21.9%	19.3% 2.7
Subcategory: Leadership										

**ATTACHMENT D-3
2018 EMPLOYEE SURVEY
STATEMENT DISAGREEMENT COMPARISON BETWEEN 2018 AND 2016 SURVEY**

	FACULTY			CLASSIFIED			PROFESSIONAL N-F			ADMINISTRATORS			ALL EMPLOYEE GROUPS		
	2018 Disagree	2016 Disagree	Change	2018 Disagree	2016 Disagree	Change	2018 Disagree	2016 Disagree	Change	2018 Disagree	2016 Disagree	Change	2018 Disagree	2016 Disagree	Change
15 I receive the administrative support necessary to do my job.	10.0%	13.1%	-3.1	3.0%	15.3%	-12.2	4.1%	7.0%	-3.0	6.9%	4.5%	2.4	7.7%	12.0%	-4.3
16 Our college's leaders use our vision and values to guide us.	11.4%	7.9%	3.6	6.1%	8.5%	-2.4	2.7%	11.4%	-8.7	3.4%	9.1%	-5.7	8.5%	8.9%	-0.4
27 I believe those in leadership roles demonstrate a viable commitment to the institutional mission of the college.	8.5%	9.9%	-1.4	3.1%	10.2%	-7.1	6.8%	9.9%	-3.1	6.9%	4.5%	2.4	7.4%	10.0%	-2.5
28 The top administrators at SPC are accessible and approachable.	10.4%	7.3%	3.1	9.2%	5.1%	4.1	6.8%	15.5%	-8.7	6.9%	4.5%	2.4	9.5%	8.8%	0.7
36 I have adequate communication with the top administrative staff at SPC.	16.6%	8.9%	7.7	9.2%	17.2%	-8.0	14.9%	18.6%	-3.7	3.4%	4.5%	-1.1	14.9%	12.6%	2.2
42 Our college's leaders create and support a work environment that helps me do my job.	9.0%	6.8%	2.2	6.1%	8.5%	-2.4	6.8%	10.0%	-3.2	10.3%	9.1%	1.2	8.5%	8.3%	0.2
Subcategory: Budgeting & Allocation of Resources															
17 I am satisfied with the budgeting process.	12.8%	10.9%	1.9	7.6%	8.5%	-0.9	9.5%	12.7%	-3.2	0.0%	4.5%	-4.5	10.2%	10.8%	-0.6
29 I have sufficient resources to do my job.	5.2%	6.3%	-1.0	3.0%	6.8%	-3.7	5.4%	11.3%	-5.9	0.0%	4.5%	-4.5	4.6%	8.0%	-3.4
37 SPC institutional goals and objectives are reflected in the budget.	9.0%	7.8%	1.2	6.1%	13.6%	-7.5	2.7%	4.3%	-1.6	3.4%	9.1%	-5.7	6.9%	8.6%	-1.7
49 I have the opportunity to provide input to the budget process.	17.5%	14.6%	3.0	33.3%	28.8%	4.5	20.3%	26.8%	-6.5	10.3%	13.6%	-3.3	19.8%	19.4%	0.4
TOTAL STATEMENTS THAT INCREASED IN DISAGREEMENT	28	34		13	43		13	31		17	27		15	43	
AVERAGE PERCENTAGE POINT CHANGE	1.8	2.3		3.6	7.2		4.2	3.7		3.8	9.2		1.5	2.1	
TOTAL STATEMENTS THAT DECREASED IN DISAGREEMENT	25	19		39	7		38	19		35	26		37	9	
AVERAGE PERCENTAGE POINT CHANGE	-1.9	-1.9		-6.2	-1.7		-4.5	-2.6		-4.8	-6.2		-2.4	-0.5	

**ATTACHMENT E
2018 EMPLOYEE SURVEY
DEGREE OF STATEMENT AGREEMENT**

	FACULTY				CLASSIFIED PERSONNEL				PROFESSIONAL NON-FACULTY				ADMINISTRATORS				ALL EMPLOYEE GROUPS								
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree					
STUDENT FOCUS																									
1 Student needs have the highest priority in our mission.	61.0%	30.5%	5.2%	3.3%	0.0%	57.6%	36.4%	3.0%	3.0%	0.0%	51.4%	43.2%	5.4%	0.0%	0.0%	65.5%	31.0%	3.4%	0.0%	0.0%	58.8%	33.8%	4.6%	2.8%	0.0%
18 I am allowed to make decisions to help solve student problems.	42.2%	37.9%	11.8%	6.6%	1.4%	18.2%	47.0%	28.8%	4.5%	1.5%	25.7%	45.9%	24.3%	4.1%	0.0%	48.3%	34.5%	13.8%	3.4%	0.0%	35.0%	40.9%	17.4%	5.6%	1.0%
52 SPC does a good job meeting the needs and expectations of its students.	41.7%	47.9%	7.1%	2.4%	0.9%	22.7%	66.7%	9.1%	1.5%	0.0%	24.3%	67.6%	5.4%	2.7%	0.0%	37.9%	48.3%	10.3%	3.4%	0.0%	34.8%	54.9%	7.5%	2.3%	0.5%
53 I believe SPC employees as a whole are committed to helping students.	55.7%	39.5%	3.3%	1.0%	0.5%	33.3%	53.0%	10.6%	3.0%	0.0%	40.5%	55.4%	2.7%	1.4%	0.0%	51.7%	41.4%	6.9%	0.0%	0.0%	48.6%	45.0%	4.9%	1.3%	0.3%
LEARNING FOCUS																									
2 Students receive a quality education at SPC.	60.2%	32.2%	4.7%	2.8%	0.0%	67.7%	29.2%	1.5%	1.5%	0.0%	56.8%	37.8%	5.4%	0.0%	0.0%	58.6%	41.4%	0.0%	0.0%	0.0%	60.6%	33.5%	4.1%	1.8%	0.0%
19 The physical facilities of SPC are conducive to effective learning for students.	33.8%	48.8%	12.8%	2.8%	1.9%	25.8%	62.1%	6.1%	4.5%	1.5%	24.3%	59.5%	10.8%	5.4%	0.0%	31.0%	58.6%	6.9%	3.4%	0.0%	30.7%	53.5%	11.0%	3.6%	1.3%
30 I believe SPC's curriculum is updated effectively and equitably.	39.2%	42.8%	12.0%	4.8%	1.4%	21.2%	47.0%	25.8%	6.1%	0.0%	17.6%	58.1%	18.9%	1.4%	4.1%	27.6%	44.8%	24.1%	3.4%	0.0%	30.8%	46.3%	17.0%	4.4%	1.5%
38 SPC prepares students for careers with the skills needed in the workplace.	49.8%	43.1%	5.2%	0.9%	0.9%	33.3%	62.1%	3.0%	1.5%	0.0%	40.5%	50.0%	5.4%	4.1%	0.0%	48.3%	44.8%	6.9%	0.0%	0.0%	44.9%	47.9%	5.1%	1.5%	0.5%
ACCESS AND DIVERSITY																									
3 A diverse multicultural environment is valued on SPC campuses.	48.8%	34.1%	14.7%	1.9%	0.5%	36.4%	51.5%	9.1%	3.0%	0.0%	32.4%	45.9%	14.9%	5.4%	1.4%	31.0%	55.2%	13.8%	0.0%	0.0%	42.1%	40.8%	13.5%	3.1%	0.5%
4 College programs and services are affordable for students.	58.3%	33.6%	6.2%	1.9%	0.0%	50.0%	42.4%	6.1%	0.0%	1.5%	48.6%	47.3%	4.1%	0.0%	0.0%	55.2%	41.4%	3.4%	0.0%	0.0%	54.6%	38.5%	5.6%	1.0%	0.3%
31 SPC provides educational programs and services that are available at convenient times and places.	38.4%	43.1%	12.8%	4.3%	1.4%	19.7%	45.5%	15.2%	13.6%	6.1%	14.9%	59.5%	13.5%	10.8%	1.4%	31.0%	34.5%	24.1%	10.3%	0.0%	29.9%	46.0%	14.3%	7.7%	2.0%
43 SPC's open admissions policy provides students with equal access to educational programs and services.	50.7%	40.8%	6.6%	0.9%	0.9%	40.9%	50.0%	7.6%	1.5%	0.0%	35.1%	56.8%	4.1%	2.7%	1.4%	58.6%	34.5%	6.9%	0.0%	0.0%	46.6%	44.6%	6.4%	1.5%	0.8%
EMPLOYEE EMPOWERMENT																									
Subcategory: Employee Empowerment																									
5 I am encouraged to develop creative and innovative ideas.	42.2%	32.2%	15.6%	6.6%	3.3%	22.7%	25.8%	39.4%	7.6%	4.5%	23.0%	52.7%	18.9%	5.4%	0.0%	48.3%	34.5%	13.8%	3.4%	0.0%	35.7%	35.2%	19.6%	6.9%	2.6%
20 My work gives me the ability to contribute to the success of SPC.	55.0%	37.9%	4.7%	1.9%	0.5%	42.4%	48.5%	7.6%	1.5%	0.0%	36.5%	56.8%	6.8%	0.0%	0.0%	58.6%	31.0%	6.9%	3.4%	0.0%	50.1%	41.9%	5.9%	1.8%	0.3%
21 Opportunities are provided for my professional growth and development.	35.5%	38.4%	13.3%	7.1%	5.7%	13.6%	25.8%	34.8%	19.7%	6.1%	31.1%	51.4%	10.8%	6.8%	0.0%	48.3%	31.0%	17.2%	3.4%	0.0%	32.2%	37.9%	16.6%	9.0%	4.3%
39 I have control over those aspects of my job for which I am accountable.	43.1%	37.4%	10.0%	7.6%	1.9%	36.4%	50.0%	9.1%	4.5%	0.0%	29.7%	52.7%	12.2%	5.4%	0.0%	51.7%	34.5%	6.9%	6.9%	0.0%	39.7%	42.8%	10.0%	6.4%	1.0%
46 Support staff and instructional staff are treated fairly and equitably.	24.2%	41.2%	18.5%	11.8%	4.3%	13.6%	43.9%	19.7%	15.2%	7.6%	17.6%	36.5%	21.6%	18.9%	5.4%	24.1%	37.9%	13.8%	24.1%	0.0%	20.6%	40.2%	18.8%	15.7%	4.6%
Subcategory: Supervisory Management																									
6 My supervisor provides me with the information necessary to do my job.	57.8%	28.4%	8.5%	4.7%	0.5%	48.5%	40.9%	7.6%	3.0%	0.0%	51.4%	25.7%	13.5%	9.5%	0.0%	44.8%	37.9%	6.9%	10.3%	0.0%	53.6%	30.6%	9.4%	6.1%	0.3%
7 I have confidence in the fairness of my supervisor.	57.3%	28.0%	5.7%	5.7%	3.3%	57.6%	27.3%	10.6%	3.0%	1.5%	47.3%	28.4%	10.8%	9.5%	4.1%	58.6%	6.9%	27.6%	6.9%	0.0%	55.4%	26.5%	8.9%	6.4%	2.8%
22 My supervisor lets me know what is expected of me.	51.4%	35.2%	6.7%	4.8%	1.9%	48.5%	39.4%	9.1%	1.5%	1.5%	32.4%	48.6%	13.5%	4.1%	1.4%	51.7%	24.1%	17.2%	6.9%	0.0%	46.9%	37.9%	9.2%	4.4%	1.5%
32 My supervisor involves me in decisions that affect my job.	46.0%	33.6%	10.4%	6.6%	3.3%	40.9%	34.8%	16.7%	3.0%	4.5%	31.1%	43.2%	17.6%	6.8%	1.4%	48.3%	24.1%	17.2%	10.3%	0.0%	42.2%	35.3%	13.3%	6.4%	2.8%
48 My ideas are given serious consideration by my supervisor.	47.4%	33.2%	11.4%	5.7%	2.4%	30.3%	34.8%	25.8%	4.5%	4.5%	35.1%	44.6%	12.2%	8.1%	0.0%	51.7%	13.8%	27.6%	6.9%	0.0%	42.5%	34.3%	15.2%	5.9%	2.1%
Subcategory: Cooperation & Teamwork																									
8 I feel there is a spirit of cooperation between departments and work groups at SPC.	19.0%	37.9%	23.7%	15.2%	4.3%	12.1%	31.8%	19.7%	30.3%	6.1%	2.7%	47.3%	10.8%	32.4%	6.8%	20.7%	37.9%	20.7%	17.2%	3.4%	14.3%	38.6%	20.2%	21.5%	5.4%
44 People in my work group cooperate with each other to get the job done.	46.9%	35.1%	11.4%	3.8%	2.8%	39.4%	42.4%	12.1%	1.5%	4.5%	44.6%	41.9%	6.8%	5.4%	1.4%	48.3%	37.9%	6.9%	6.9%	0.0%	44.8%	38.4%	10.1%	4.1%	2.6%
Subcategory: Rewards & Recognition																									
23 I feel adequately rewarded for the work I do.	18.0%	37.4%	19.4%	12.3%	12.8%	18.2%	40.9%	18.2%	12.1%	10.6%	21.6%	32.4%	21.6%	20.3%	4.1%	34.5%	24.1%	17.2%	17.2%	6.9%	19.4%	36.3%	19.2%	14.6%	10.5%
33 I am recognized for my work.	24.2%	39.3%	17.5%	10.0%	9.0%	24.2%	37.9%	28.8%	3.0%	6.1%	16.2%	47.3%	20.3%	10.8%	5.4%	41.4%	31.0%	3.4%	17.2%	6.9%	23.8%	39.6%	19.2%	9.5%	7.9%
QUALITY WORK ENVIRONMENT																									
Subcategory: Organizational Communications																									
9 Communication between departments at SPC is effective and adequate.	10.0%	36.5%	27.0%	19.4%	7.1%	6.1%	16.7%	28.8%	34.8%	13.6%	0.0%	26.0%	27.4%	37.0%	9.6%	13.8%	27.6%	34.5%	17.2%	6.9%	7.4%	30.3%	27.4%	25.9%	9.0%
40 Communication within my department is effective and adequate.	46.4%	35.1%	10.4%	3.8%	4.3%	34.8%	37.9%	21.2%	3.0%	3.0%	27.0%	44.6%	12.2%	12.2%	4.1%	44.8%	41.4%	10.3%	0.0%	3.4%	40.3%	37.9%	12.6%	5.4%	3.8%
50 SPC encourages an open exchange of ideas.	24.6%	40.3%	22.3%	8.1%	4.7%	7.6%	36.4%	40.9%	9.1%	6.1%	9.5%	63.5%	16.2%	9.5%	1.4%	34.5%	37.9%	24.1%	3.4%	0.0%	19.6%	43.6%	24.0%	9.0%	3.9%

**ATTACHMENT E
2018 EMPLOYEE SURVEY
DEGREE OF STATEMENT AGREEMENT**

	FACULTY					CLASSIFIED PERSONNEL					PROFESSIONAL NON-FACULTY					ADMINISTRATORS					ALL EMPLOYEE GROUPS									
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree					
Subcategory: Internal Employee Relations																														
10 Individuals at SPC with whom I interact understand my needs and expectations.	25.6%	46.9%	22.7%	2.8%	1.9%	12.1%	54.5%	27.3%	3.0%	3.0%	14.9%	58.1%	20.3%	6.8%	0.0%	20.7%	44.8%	31.0%	3.4%	0.0%	20.7%	44.8%	31.0%	3.4%	0.0%	20.7%	50.4%	23.3%	4.1%	1.5%
11 I am proud to work for SPC.	73.9%	20.5%	2.9%	2.9%	0.0%	63.6%	24.2%	12.1%	0.0%	0.0%	67.6%	28.4%	4.1%	0.0%	0.0%	58.6%	34.5%	6.9%	0.0%	0.0%	69.5%	23.6%	5.4%	1.5%	0.0%	69.5%	23.6%	5.4%	1.5%	0.0%
24 Individuals at SPC treat each other with respect and appreciation.	32.2%	46.9%	10.9%	9.5%	0.5%	9.1%	54.5%	21.2%	10.6%	4.5%	14.9%	63.5%	17.6%	4.1%	0.0%	24.1%	41.4%	24.1%	6.9%	3.4%	23.5%	50.6%	15.1%	9.2%	1.5%	23.5%	50.6%	15.1%	9.2%	1.5%
34 I understand the needs and expectations of the individuals with whom I interact.	35.1%	52.6%	10.9%	0.9%	0.5%	31.8%	60.6%	4.5%	3.0%	0.0%	24.3%	71.6%	1.4%	2.7%	0.0%	41.4%	48.3%	3.4%	6.9%	0.0%	33.0%	56.8%	7.9%	2.0%	0.3%	33.0%	56.8%	7.9%	2.0%	0.3%
47 SPC values and cares about me as an employee.	29.4%	43.1%	15.2%	5.7%	6.6%	18.2%	42.4%	19.7%	9.1%	10.6%	27.0%	50.0%	18.9%	2.7%	1.4%	34.5%	34.5%	24.1%	6.9%	0.0%	27.1%	43.6%	17.3%	6.2%	5.9%	27.1%	43.6%	17.3%	6.2%	5.9%
Subcategory: Physical Environment																														
12 SPC provides a clean, safe and secure environment for employees and students.	55.2%	36.2%	7.6%	1.0%	0.0%	60.6%	33.3%	3.0%	1.5%	1.5%	58.8%	39.2%	2.7%	1.4%	0.0%	48.3%	44.8%	6.9%	0.0%	0.0%	55.9%	36.7%	6.2%	1.0%	0.3%	55.9%	36.7%	6.2%	1.0%	0.3%
25 The physical facilities in my area are adequate.	32.2%	46.0%	10.4%	8.1%	3.3%	33.3%	51.5%	9.1%	3.0%	3.0%	32.4%	50.0%	8.1%	6.8%	2.7%	37.9%	48.3%	6.9%	6.9%	0.0%	33.2%	47.3%	9.7%	6.9%	2.8%	33.2%	47.3%	9.7%	6.9%	2.8%
COMMUNITY FOCUS																														
13 Our college does a good job responding to the needs of the communities we serve.	43.1%	42.2%	10.0%	3.3%	1.4%	28.8%	48.5%	18.2%	4.5%	0.0%	28.4%	56.8%	10.8%	4.1%	0.0%	34.5%	44.8%	17.2%	3.4%	0.0%	37.1%	46.0%	12.5%	3.6%	0.8%	37.1%	46.0%	12.5%	3.6%	0.8%
35 Being involved in service to the community is an important part of my job.	32.9%	34.3%	24.3%	6.7%	1.9%	24.2%	40.9%	31.8%	3.0%	0.0%	23.0%	41.9%	28.4%	6.8%	0.0%	41.4%	34.5%	17.2%	6.9%	0.0%	30.0%	37.2%	25.9%	5.9%	1.0%	30.0%	37.2%	25.9%	5.9%	1.0%
41 Our college values activity to the needs of our community constituents.	29.4%	41.2%	25.6%	1.9%	1.9%	12.1%	48.5%	34.8%	4.5%	0.0%	12.2%	60.8%	23.0%	4.1%	0.0%	37.9%	44.8%	17.2%	0.0%	0.0%	23.4%	46.3%	26.2%	3.1%	1.0%	23.4%	46.3%	26.2%	3.1%	1.0%
LEADERSHIP FOCUS																														
Subcategory: Planning & Effectiveness																														
14 I am informed and understand SPC's planning / institutional effectiveness efforts.	30.3%	45.5%	13.3%	8.5%	2.4%	16.7%	53.0%	24.2%	6.1%	0.0%	21.6%	45.9%	25.7%	6.8%	0.0%	55.2%	31.0%	13.8%	0.0%	0.0%	27.9%	45.5%	17.9%	7.4%	1.3%	27.9%	45.5%	17.9%	7.4%	1.3%
26 As it plans for the future, my college asks for my ideas.	19.9%	34.1%	21.8%	15.2%	9.0%	3.0%	25.8%	37.9%	18.2%	15.2%	4.1%	40.5%	32.4%	18.9%	4.1%	34.5%	34.5%	20.7%	10.3%	0.0%	14.8%	34.3%	26.1%	16.4%	8.4%	14.8%	34.3%	26.1%	16.4%	8.4%
45 I know the parts of the Institutional Plan that will affect me and my work.	24.2%	40.8%	23.2%	11.4%	0.5%	9.1%	39.4%	39.4%	10.6%	1.5%	10.8%	45.9%	24.3%	18.9%	0.0%	51.7%	37.9%	10.3%	0.0%	0.0%	20.9%	42.0%	25.0%	11.6%	0.5%	20.9%	42.0%	25.0%	11.6%	0.5%
51 I am involved in SPC's planning and effectiveness efforts.	16.6%	33.6%	31.3%	12.8%	5.7%	4.5%	6.1%	53.0%	27.3%	9.1%	5.4%	28.4%	40.5%	24.3%	1.4%	44.8%	31.0%	20.7%	3.4%	0.0%	14.4%	28.1%	35.6%	17.0%	4.9%	14.4%	28.1%	35.6%	17.0%	4.9%
Subcategory: Leadership																														
15 I receive the administrative support necessary to do my job.	35.7%	46.2%	8.1%	6.2%	3.8%	31.8%	43.9%	21.2%	0.0%	3.0%	32.4%	48.6%	14.9%	4.1%	0.0%	55.2%	31.0%	6.9%	6.9%	0.0%	35.9%	44.6%	11.8%	5.1%	2.6%	35.9%	44.6%	11.8%	5.1%	2.6%
16 Our college's leaders use our vision and values to guide us.	32.9%	36.7%	19.0%	8.1%	3.3%	22.7%	50.0%	21.2%	6.1%	0.0%	27.0%	48.6%	21.6%	2.7%	0.0%	44.8%	48.3%	3.4%	3.4%	0.0%	30.3%	42.1%	19.2%	6.4%	2.1%	30.3%	42.1%	19.2%	6.4%	2.1%
27 I believe those in leadership roles demonstrate a viable commitment to the institutional mission of the college.	34.6%	40.3%	16.6%	6.2%	2.4%	20.0%	56.9%	20.0%	3.1%	0.0%	25.7%	52.7%	14.9%	6.8%	0.0%	37.9%	51.7%	3.4%	6.9%	0.0%	30.0%	46.7%	15.9%	5.9%	1.5%	30.0%	46.7%	15.9%	5.9%	1.5%
28 The top administrators at SPC are accessible and approachable.	35.5%	34.6%	19.4%	6.2%	4.3%	27.7%	49.2%	13.8%	6.2%	3.1%	28.4%	47.3%	17.6%	6.8%	0.0%	55.2%	31.0%	6.9%	6.9%	0.0%	34.1%	39.5%	16.9%	6.2%	3.3%	34.1%	39.5%	16.9%	6.2%	3.3%
36 I have adequate communication with the top administrative staff at SPC.	24.6%	38.4%	20.4%	10.0%	6.6%	12.3%	46.2%	32.3%	9.2%	0.0%	18.9%	43.2%	23.0%	13.5%	1.4%	44.8%	41.4%	10.3%	3.4%	0.0%	22.8%	40.3%	22.1%	10.8%	4.1%	22.8%	40.3%	22.1%	10.8%	4.1%
42 Our college's leaders create and support a work environment that helps me do my job.	33.2%	39.8%	18.0%	7.1%	1.9%	12.1%	57.6%	24.2%	6.1%	0.0%	16.2%	60.8%	16.2%	6.8%	0.0%	34.5%	41.4%	13.8%	10.3%	0.0%	26.0%	46.9%	18.6%	7.2%	1.3%	26.0%	46.9%	18.6%	7.2%	1.3%
Subcategory: Budgeting & Allocation of Resources																														
17 I am satisfied with the budgeting process.	19.0%	45.0%	23.2%	10.0%	2.8%	9.1%	27.3%	56.1%	4.5%	3.0%	20.3%	33.8%	36.5%	9.5%	0.0%	37.9%	44.8%	17.2%	0.0%	0.0%	18.9%	39.4%	31.5%	8.2%	2.0%	18.9%	39.4%	31.5%	8.2%	2.0%
29 I have sufficient resources to do my job.	35.5%	47.9%	11.4%	4.7%	0.5%	31.8%	53.0%	12.1%	1.5%	1.5%	28.4%	58.1%	8.1%	5.4%	0.0%	41.4%	48.3%	10.3%	0.0%	0.0%	33.8%	50.9%	10.7%	4.1%	0.5%	33.8%	50.9%	10.7%	4.1%	0.5%
37 SPC institutional goals and objectives are reflected in the budget.	22.9%	36.7%	31.4%	6.2%	2.9%	16.7%	30.3%	47.0%	6.1%	0.0%	14.9%	50.0%	32.4%	2.7%	0.0%	34.5%	44.8%	17.2%	3.4%	0.0%	21.0%	38.2%	33.8%	5.1%	1.8%	21.0%	38.2%	33.8%	5.1%	1.8%
49 I have the opportunity to provide input to the budget process.	27.5%	32.2%	22.7%	12.3%	5.2%	9.1%	13.6%	43.9%	25.8%	7.6%	14.9%	32.4%	32.4%	14.9%	5.4%	48.3%	31.0%	10.3%	3.4%	0.0%	23.5%	28.9%	27.8%	14.2%	5.7%	23.5%	28.9%	27.8%	14.2%	5.7%